Fisheries and Oceans Canada
Pêches et Océans Canada

Report on Plans and Priorities

2012-13

Canada

Table of Contents

Minister's Message **1**

Section I — Organizational Overview **2**

Raison d'être 2

Responsibilities 2

Program Activity Architecture 3

Organizational Priorities 5

Risk Analysis 8

Planning Summary by Strategic Outcome 12

Expenditure Profile 16

Estimates by Vote 16

Section II — Analysis of Program Activities by Strategic Outcome **17**

1. Economically Prosperous Maritime Sectors and Fisheries 17

2. Sustainable Aquatic Ecosystems 35

3. Safe and Secure Waters 45

Internal Services 56

Section III — Supplementary Information **59**

Financial Highlights 59

Supplementary Tables 59

Section IV — Other Items of Interest **60**

Website References 60

Contact for further information 60

Minister's Message

It is my distinct pleasure to present the 2012–13 *Report on Plans and Priorities.*

I would like to begin by extending my heartfelt best wishes to the Canadian Coast Guard as it celebrates its Golden Jubilee in 2012. For the past 50 years this important national institution has been a symbol of service and safety to Canadians. Congratulations on achieving this significant milestone.

Over the past year, Fisheries and Oceans Canada has taken advantage of opportunities to improve many of our programs, services and business practices, always with a focus on efficiency and value to Canadians.

In the coming year, we will continue moving along this path to transformation. We are already making steady progress in reforming our program and policy approaches in key areas such as fisheries management, habitat and science renewal. We will also continue to equip the Canadian Coast Guard with the vessels it needs to carry out critical work in support of Canada's commercial fishing industry, maritime transportation, Northern communities and national sovereignty agenda.

Specifically, Fisheries and Oceans Canada has established the following priorities for 2012–13:

- Renewing Canadian Coast Guard Capacity and Assets;
- Advancing Management and Operational Excellence;
- Reviewing Habitat Policy and Program; and
- Improving Fisheries Management.

The following report outlines these organizational priorities in support of our Department's mandated three strategic outcomes:

- Economically prosperous maritime sectors and fisheries;
- Sustainable aquatic ecosystems; and
- Safe and secure waters.

Fisheries and Oceans Canada's transformation will improve how the Department operates, where we deploy resources and how we manage our science and regulatory duties. I am confident that the cumulative effects of these change initiatives over the long-term will be positive, helping to improve the quality, relevance and effectiveness of the Department's programs and services.

The Honourable Keith Ashfield, P.C., M.P.
Minister of Fisheries and Oceans

Section I — Organizational Overview

Raison d'être

Fisheries and Oceans Canada supports strong economic growth in our marine and fisheries sectors and contributes to a prosperous economy through global commerce by supporting exports and advancing safe maritime trade. The Department supports the innovation needed for a knowledge-based economy through research in expanding sectors such as aquaculture and biotechnology. The Department contributes to a clean and healthy environment and sustainable aquatic ecosystems for Canadians through habitat protection, oceans management, and ecosystems research. A safe and secure Canada relies on the maritime security, safe navigation, presence on our waters, and effective search and rescue services that the Canadian Coast Guard provides.

Our Mission

Through sound science, forward-looking policy, and operational and service excellence, Fisheries and Oceans Canada employees work collaboratively toward the following strategic outcomes:

- *Economically Prosperous Maritime Sectors and Fisheries;*
- *Sustainable Aquatic Ecosystems; and*
- *Safe and Secure Waters.*

Responsibilities

The Department's work is guided by three key pieces of legislation:

- The ***Oceans Act*** entrusts the Minister with leading integrated oceans management and providing coast guard and hydrographic services.
- The ***Fisheries Act*** gives the Minister responsibility for the management of fisheries, habitat, and aquaculture.
- The ***Species at Risk Act*** gives the Minister responsibilities associated with the management of aquatic species at risk.

Our Vision

To advance sustainable aquatic ecosystems and support safe and secure Canadian waters while fostering economic prosperity across maritime sectors and fisheries.

The Canadian Coast Guard, a Special Operating Agency within Fisheries and Oceans Canada, is responsible for services and programs that contribute to all three of the Department's strategic outcomes while also contributing significantly to the safety, security, and accessibility of Canada's waterways. The Canadian Coast Guard also supports other government organizations by providing a civilian fleet and a broadly distributed shore-based infrastructure.

Organization

Fisheries and Oceans Canada has a presence across Canada with the majority of employees (about 85%) working outside national headquarters in one of the Department's six regions. National objectives, policies, procedures, and standards for the Department and the Canadian Coast Guard are established at national headquarters, in Ottawa. Regions are responsible for delivering programs and activities in accordance with national and regional priorities and within national performance parameters.

Information about Fisheries and Oceans Canada's regions and the Canadian Coast Guard is available at http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm. A diagram of the Department's organizational structure is available at http://www.dfo-mpo.gc.ca/us-nous/organisation-eng.htm.

Program Activity Architecture

The Government of Canada's Management, Resources and Results Structure[1] is the foundation of a government-wide approach aimed at strengthening the management and accountability of public expenditures and clearly demonstrating results for Canadians. The Program Activity Architecture is part of the Management, Resources and Results Structure. Fisheries and Oceans Canada's Program Activity Architecture shows how its programs align with the Department's three strategic outcomes. A stand alone program activity called Internal Services defines activities and resources that support the organization's program needs and other corporate obligations.

Strategic Outcome	Program Activity	Program Sub-Activity
1. Economically Prosperous Maritime Sectors and Fisheries	1.1 Integrated Fisheries Resource Management	1.1.1 Commercial Fisheries 1.1.2 Recreational Fisheries 1.1.3 Atlantic Lobster Sustainability Measures Program 1.1.4 Fisheries Science Collaborative Program
	1.2 Fisheries Strategies and Governance	
	1.3 Aboriginal Strategies and Governance	1.3.1 Aboriginal Fisheries Strategy 1.3.2 Aboriginal Aquatic Resource and Oceans Management 1.3.3 Strategies and Governance
	1.4 Sustainable Aquaculture Program	1.4.1 Aquaculture Regulatory Reform 1.4.2 Aquaculture Innovation and Market Access Program 1.4.3 Aquaculture Certification and Sustainability Reporting 1.4.4 British Columbia Aquaculture Program 1.4.5 Aquaculture Environmental and Biological Science Program 1.4.6 Aquaculture Collaborative Research and Development Program 1.4.7 Aquaculture Regulatory Science Program
	1.5 Salmonid Enhancement Program	1.5.1 Salmonid Enhancement Operations 1.5.2 Salmonid Enhancement Contribution Programs
	1.6 Aquatic Animal Health	
	1.7 Biotechnology and Genomics	
	1.8 International Engagement	
	1.9 Marine Navigation	
	1.10 Small Craft Harbours	
	1.11 Territorial Delineation	

[1] The Government of Canada's *Policy on Management, Resources, and Results Structures* can be found on the Treasury Board Secretariat website at http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18218.

2. Sustainable Aquatic Ecosystems	2.1 Compliance and Enforcement	2.1.1 Education and Shared Stewardship 2.1.2 Monitoring, Control and Surveillance 2.1.3 Major Cases and Special Investigations 2.1.4 Compliance and Enforcement Program Capacity
	2.2 Habitat Management	
	2.3 Aboriginal Inland Habitat Program	
	2.4 Species at Risk Management	
	2.5 Environmental Response Services	
	2.6 Oceans Management	2.6.1 Integrated Oceans Planning 2.6.2 Ecosystem Assessments
	2.7 Aquatic Invasive Species	
3. Safe and Secure Waters	3.1 Search and Rescue Services	3.1.1 Search and Rescue Coordination and Response 3.1.2 Canadian Coast Guard Auxiliary
	3.2 Marine Communications and Traffic Services	
	3.3 Maritime Security	
	3.4 Fleet Operational Readiness	3.4.1 Fleet Operational Capability 3.4.2 Fleet Maintenance 3.4.3 Fleet Procurement
	3.5 Shore-based Asset Readiness	
	3.6 Canadian Coast Guard College	
	3.7 Hydrographic Products and Services	
	3.8 Ocean Forecasting	
Internal Services		Governance and Management Support Resource Management Services Asset Management Services

Note: As a result of a Strategic Review decision, the Aboriginal Inland Habitat program activity will no longer be funded as of the 2012-13 fiscal year.

Organizational Priorities

Fisheries and Oceans Canada sets its strategic direction and makes policy and program decisions based on Government of Canada priorities, its domestic and global operating environment, human and financial resource capacity, and existing or emerging corporate risks. The Department systematically identifies and manages the risks and challenges in its environment. Fisheries and Oceans Canada also pursues opportunities that will better enable it to deliver programs to support economically prosperous maritime sectors and fisheries, sustainable aquatic ecosystems, and safe and secure waters.

Fisheries and Oceans Canada took these considerations into account when it established the following priorities for 2012–13:

- Renewing Canadian Coast Guard Capacity and Assets;
- Advancing Management and Operational Excellence;
- Reviewing Habitat Policy and Program; and
- Improving Fisheries Management.

The tables below describe, for each of the four priorities, why the priority is important and how the Department is planning to meet the priority. The tables also indicate which program activities (PAs) have initiatives supporting these plans. Further details on how the program activities will deliver the plans are described under *Planning Highlights* for the relevant PA in Section II. Links to these details are provided below.

Renewing Canadian Coast Guard Capacity and Assets **Ongoing**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- Coast Guard must have the level of preparedness, readiness, and response capacity needed to meet current and emerging requirements on Canada's three coasts and strategic freshwater locations. For example, 78% of Canadian Coast Guard large vessels exceed their operational life and 97% require significant refurbishment or repair. This increases the risk of the fleet experiencing breakdowns, compromising at-sea activities.

Plans for meeting this priority

- **Fleet and Asset Renewal**: Advance fleet and other asset renewal strategies (PA 3.4 Fleet Operational Readiness, PA 3.5 Shore-based Asset Readiness).
- **Oil-Spill Preparedness**: Respond to the audit recommendations of the Commissioner of the Environment and Sustainable Development and an internal audit conducted by Fisheries and Oceans Canada (PA 2.5 Environmental Response Services).

Advancing Management and Operational Excellence **Previously committed to**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- To be effective, organizations must always be advancing management and operational excellence. The Department must ensure that corporate functions are aligned with and supportive of the Department's transformational agenda. This includes ensuring that appropriate investments are being made in human resources, information management and technology services, and real property.

Plans for meeting this priority

- **Cultural Transformation of Corporate Functions:** Continue the cultural transformation of corporate functions into results-based, service-oriented, strategic functions, and make decisions based on performance measurement and risk (Internal Services).
- **Strengthen Financial Management:** Strengthen internal control and financial systems to generate timely and accurate information that supports decision-making and reinforces the underpinnings of financial management (Internal Services).
- **Strengthen Risk Management:** Review risk profiles to ensure that mitigation measures are in place for mission critical risks (Internal Services).
- **Strengthen Real Property Management:** Finalize a strategy for real property that responds to the recommendations of the real property audit and Management Accountability Framework assessments and helps rationalize and optimize the asset portfolio the Department requires (Internal Services).
- **Implement Values and Ethics Code:** Implement the Fisheries and Oceans Canada Values and Ethics Code to ensure a solid foundation and shared values to support employees during times of transformational change (Internal Services).

Reviewing Habitat Policy and Program **New**

Contributing to...

- Sustainable Aquatic Ecosystems

Why is this a priority?

- Fisheries and Oceans Canada fish habitat protection policies and programs need to be changed so that they are more focused on the protection and conservation of Canada's fisheries.

Plans for meeting this priority

- **Policy Update:** Update guidelines, tools, and the *1986 Habitat Policy* (PA 2.2 Habitat Management).

Improving Fisheries Management **Ongoing**

Contributing to...

- Economically Prosperous Maritime Sectors and Fisheries
- Sustainable Aquatic Ecosystems

Why is this a priority?

- To ensure that fisheries are able to compete in the global marketplace, Canada needs to modernize fisheries management practices to create a modern, competitive, and sustainable fishing industry that operates on the basis of sound business principles and market orientation.

Plans for meeting this priority

- **Stable Fisheries Resource Management**: Establish an operating environment for fisheries management that is characterized by stability, predictability, and transparency (PA 1.2 Fisheries Strategies and Governance, PA 1.4 Sustainable Aquaculture Program, PA 2.1 Compliance and Enforcement).
- **Enabling Resource Management Policies**: Review, as appropriate, resource management policies, with a view to encourage more entrepreneurship, investment, and business-oriented practices (PA 1.2 Fisheries Strategies and Governance, PA 1.4 Sustainable Aquaculture Program).
- **Sustainable Harvesting Practices**: Strengthen rules that support environmentally sustainable harvesting and aquaculture practices to ensure fisheries are sustainable for current and future needs (PA 1.1 Integrated Fisheries Resource Management, PA 1.2 Fisheries Strategies and Governance, PA 1.4 Sustainable Aquaculture Program, PA 1.7 Biotechnology and Genomics, PA 1.8 International Engagement).
- **Rationalized Infrastructure**: Align assets (e.g., networks of small craft harbours) and departmental resources on the basis of value added and risk assessment (PA 1.10 Small Craft Harbours).
- **Policy Framework for Aboriginal Fisheries**: Develop a policy framework to manage Aboriginal fisheries (PA 1.3 Aboriginal Strategies and Governance).

Risk Analysis

Strategic Context

Fisheries and Oceans Canada's operating environment, including the challenges and risks it faces, directly influence the shaping of organizational priorities and supporting initiatives, as well as the strategies that will be used to deliver on them.

The Department's mandate is broad. It develops and implements policies and programs in support of Canada's economic, scientific, and ecological interests in oceans and fresh waters. The Canadian Coast Guard plays a key role in the maritime economy, contributing to safe and efficient navigation for marine transportation and providing maritime services such as search and rescue, environmental response, and icebreaking. Evolving policy and program approaches in key areas such as fisheries management, fish habitat, science renewal, and the Canadian Coast Guard services is necessary to respond to the rapidly changing environment within which Fisheries and Oceans operates.

Proper protection and management of the fisheries is important to their sustainability and to the competitiveness and profitability of the industry. Fisheries management must respond to the changing dimensions of Canada's fisheries by establishing clear, predictable rules that allow fishing stakeholders to make rational business decisions. As well, the Canadian aquaculture sector is growing quickly. Given the limited potential to sustainably increase catches from wild fisheries, aquaculture will fill the growing demand for fish and seafood.

Managing the fisheries requires sound stewardship and protection of aquatic habitats. The Department, through its role in protecting fish and fish habitats has an important role in assessing environmental protection considerations associated with economic development. The Department must be responsive, with timely, consistently applied national policies and programs for habitat management.

In addition, fisheries markets are globalizing. Competing effectively in these markets requires understanding changing dimensions of global demand and consumer preferences, as well as responding to demands for sustainable harvesting practices, the ability to trace the origin of seafood products, and the ability to label them as environmentally friendly and from sustainable sources.

With three oceans under its purview, the Department's overarching oceans agenda — scientific research, policy development, and departmental programs — must be strong and forward looking. This requires the Department taking into account domestic and global trends in fisheries and marine industries, including offshore oil and gas, marine shipping, climate change, recreational boating, and tourism. The Department must work with these industries to develop and enhance partnerships that are of mutual benefit.

Maritime transportation continues to evolve and traffic is increasing and becoming more diverse. Technology is changing marine navigation and communication, rendering some systems obsolete while requiring investments to acquire new capabilities. Maritime safety and security demands are also changing. Navigable waters are expanding with new sea routes emerging in Canada's remote regions requiring marine physical infrastructure and services including ecosystem science knowledge to understand and protect environments and their living resources. Demands for efficiency, flexibility, and responsiveness necessitate ongoing modernization and improvement of the Canadian Coast Guard's fleet and services. In this context, Fisheries and Oceans Canada will require the right mix of modern and efficient vessels, robust support facilities and services, sound science advice, as well as a well-trained and adaptable workforce.

Changes in Canada's North – increased traffic, resource developments, emerging fisheries, and the need for infrastructure – also have implications for the Department. The complexity, uncertainty, and high cost of operating in this part of the country creates significant and unique pressures for delivering services and support, primarily in the areas of marine safety, sovereignty, science, environmental

response to protect ecosystems, and the aquatic environment. This requires a physical infrastructure and services suitable for managing northern operations cost-effectively.

In addition to responding to changes in the external operating environment, the Department must also respond to the current environment of fiscal constraints. The Department has been reassessing how it conducts its business, provides services, and delivers on its programs to meet client and stakeholder needs.

The Department is at a watershed moment where the broader operating environment, taken together with the fiscal reality, has created unique challenges and opportunities. As an evolving organization, the Department has embarked on an agenda of change and transformation, intended to respond to these challenges and opportunities, while also managing the risks facing the Department.

Cohen Commission of Inquiry

Since the Cohen Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River was announced in November 2009, Fisheries and Oceans Canada has been working diligently to provide full and meaningful support to the Commission. The Commission's interim report, released on October 29, 2010, acknowledged the Department's ongoing efforts and the exceptional resources committed in support of the Commission's mandate. Fisheries and Oceans Canada looks forward to receiving the Commissioner's final report and recommendations in June 2012.

Key Corporate Risks and Risk Management Strategies

Fisheries and Oceans Canada's senior management meets semi-annually to review the corporate risks, and considers management of these risks at each stage of the planning, review, and reporting cycles.

There is now an established corporate risk profiling cycle which is well integrated with the planning process. The Department's Corporate Risk Profile will be maintained and updated in the spring of each year and when significant triggers warrant major changes. As such, it has become an evergreen management tool for use by departmental staff.

Senior management identified the organization's most mission critical risks. This allows the Department to focus on risks that may have the greatest impact on our strategic outcomes and organizational priorities. The five mission critical corporate risks for the Department detailed in the following table take into account both the internal and external environments. A new risk related to Human Capital was identified in November of 2011 to reflect the possible cumulative impact of the anticipated changes associated with the Department's transformational agenda. (The Hazard and Crisis-Type risk highlighted in the *2011–12 Report on Plans and Priorities* is no longer in the Corporate Risk Profile. It is being managed through other processes).

Action plans to address all five risks are being developed to manage them to an acceptable level. Each corporate risk is linked to Departmental strategic outcomes and organizational priorities, and could have an impact on their successful delivery, if not managed.

Corporate Risk Statement	Linked to Strategic Outcomes	Linked to Organizational Priorities	Action Plans to Manage Risk to Acceptable Levels
Financial Capacity			
As a result of increasing operational costs, fiscal restraints, increasing stakeholder expectations, and the complexity of reducing the Departmental footprint, there is a risk that sufficient resources may not be available to maintain appropriate service levels for internal and external client groups.	Economically Prosperous Maritime Sectors and Fisheries Sustainable Aquatic Ecosystems Safe and Secure Waters	Improving fisheries management Reviewing habitat policy and program Renewing Canadian Coast Guard capacity and assets Advancing management and operational excellence	▪ Implement rigorous forecasting, budgeting, and internal controls ▪ Determine funding strategies and options such as partnering, tapping into external funds, or central agency resources ▪ Develop the framework for Shore-based Asset Renewal ▪ Analyze and review programs to reduce the Departmental footprint related to Real Property
Communications and Reputation			
As a result of the Department's new policy direction, the inherent complexity of communicating with a diverse client base, and conflicting external stakeholder expectations and interests, there is a risk that the Department may not be able to adequately maintain public trust and confidence, and subsequently it reputation.	Economically Prosperous Maritime Sectors and Fisheries Sustainable Aquatic Ecosystems Safe and Secure Waters	Improving fisheries management Reviewing habitat policy and program Renewing Canadian Coast Guard capacity and assets Advancing management and operational excellence	▪ Create a communications strategy to support external communications of the Department's new policy direction ▪ Simplify and streamline policies linked to Cabinet confidence documentation ▪ Create accessible tools and products to enable the Department to communicate coherently, consistently, and clearly to stakeholders
Human Capital			
As a result of a dynamic change agenda in 2012–13, there is a risk that the Department's workforce may not have the capacity to successfully absorb and implement transformational changes. As a result of the Department's new policy direction and the inherent complexity of communicating within a large, diverse, and geographically dispersed organisation, there is a risk that the Department may not be able to adequately maintain confidence and subsequently its reputation internally.	Economically Prosperous Maritime Sectors and Fisheries Sustainable Aquatic Ecosystems Safe and Secure Waters	Advancing management and operational excellence	▪ Create an internal communications strategy to support internal communications of the Department's new policy direction ▪ Create accessible tools and products to enable the Department to communicate coherently, consistently, and clearly to employees ▪ Implementation of the Fisheries and Oceans Canada Values and Ethics Code, Values and Ethics Code for the Public Sector, and Policies on Conflict of Interest and Post-Employment ▪ Conflict resolution advisors to continue to offer workshops on preventing and managing conflict including a specific workshop on *Managing Conflict in Times of Transition*

Corporate Risk Statement	Linked to Strategic Outcomes	Linked to Organizational Priorities	Action Plans to Manage Risk to Acceptable Levels
Physical Infrastructure As a result of an unsustainable asset base of ageing infrastructure in an environment of increasing fiscal restraint and the complexity of reducing the Departmental footprint, there is a risk that the Department may not be able to align or maintain its infrastructure and assets at an adequate level to ensure the safety, security of staff and stakeholders, and the delivery of core services and programs. *Physical Infrastructure includes: Fleet Assets, Small Craft Harbours, Real Property, Information Technology Assets, Equipment, and Other Moveable Assets*	Economically Prosperous Maritime Sectors and Fisheries Sustainable Aquatic Ecosystems Safe and Secure Waters	Improving fisheries management Reviewing habitat policy and program Renewing Canadian Coast Guard capacity and assets	■ Advance approved vessel acquisitions ■ Update Canadian Coast Guard long-term Fleet Renewal Plan ■ Develop the framework for Shore-based Asset Renewal ■ Reduce physical infrastructure footprint for Small Craft Harbours ■ Accelerate Divestiture of Non-Core Harbours Program ■ Repair and maintain core commercial fishing harbours ■ Review real property infrastructure requirements to ensure footprint is appropriate to support programs
Legal and Compliance As a result of how Fisheries and Oceans Canada sets its priorities and policies and delivers its programs, there is a risk that: 1) the Department's regulatory and operational decisions may be challenged in court, resulting in financial liability or limits or changes to our authority, policy, or regulatory tools, and 2) some stakeholders may seek to use the courts to alter Departmental priorities or program delivery.	Economically Prosperous Maritime Sectors and Fisheries Sustainable Aquatic Ecosystems Safe and Secure Waters	Improving fisheries management Reviewing habitat policy and program Renewing Canadian Coast Guard capacity and assets	■ Co-ordinate and manage the cross cutting Litigation Prevention and Mitigation Sub-Committee ■ Legal Risk Management Committee: Establish ad hoc working groups to address priority legal risks; Recommend risk management tools to prioritize and resolve risk questions; and Communicate decisions across the Department ■ Participate in the Inter-Departmental Advisory Committee on Legal Risk Management

Planning Summary by Strategic Outcome

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	1,665.8	1,524.9	1,498.5
Human Resources — Full-Time Equivalents (FTEs)	10,847	10,674	10,620

Summary of Departmental Spending

1. Economically Prosperous Maritime Sectors and Fisheries

Performance Indicator	Target
Dollar value of Gross Domestic Product (GDP) generated by maritime sectors and fisheries	2009 value based on specific North American Industry Classification System industries included by March 31, 2013
Dollar value of net fishing income of self-employed fish harvesters	Average value 2004–08 by March 31, 2013
Dollar value of Canada's exports of fish and seafood products	2009 value based on specific North American Industry Classification System industries included by March 31, 2013

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area[2]	Forecast Spending 2011–12	Planned Spending		
			2012–13	2013–14	2014–15
1.1 Integrated Fisheries Resource Management	Strong Economic Growth	148.0	111.6	103.1	97.5
1.2 Fisheries Strategies and Governance	Strong Economic Growth	47.0	43.9	42.6	41.9
1.3 Aboriginal Strategies and Governance	Strong Economic Growth	106.6	57.1	57.0	55.2
1.4 Sustainable Aquaculture Program	Strong Economic Growth	41.5	37.0	21.8	20.3
1.5 Salmonid Enhancement Program	Strong Economic Growth	31.1	30.0	30.0	30.0
1.6 Aquatic Animal Health	An Innovative and Knowledge-Based Economy	6.0	5.9	5.9	5.9
1.7 Biotechnology and Genomics	An Innovative and Knowledge-Based Economy	3.9	3.7	3.7	3.0
1.8 International Engagement	A Prosperous Canada Through Global Commerce	16.0	15.4	15.2	15.2
1.9 Marine Navigation	Strong Economic Growth	48.8	42.9	41.5	41.5
1.10 Small Craft Harbours	Strong Economic Growth	170.0	106.8	92.9	92.8
1.11 Territorial Delineation	An Innovative and Knowledge-Based Economy	5.4	2.1	0.7	0.3
Total		**624.4**	**456.5**	**414.2**	**403.5**

Note: Because of rounding, figures may not add to the totals shown.

[2] Each program activity is linked to a single Government of Canada outcome area, permitting whole-of-government reporting. For more information, see http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx.

2. Sustainable Aquatic Ecosystems

Performance Indicator	Target
Percentage of all known aquatic species that are rated secure	Greater than or equal to 2010 base year by March 31, 2015
Consolidated Index of Aquatic Ecosystem Health assessing population status, trophic structure, and species richness	Greater than or equal to 2012 base year by March 31, 2013

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area	Forecast Spending 2011–12	Planned Spending		
			2012–13	2013–14	2014–15
2.1 Compliance and Enforcement	A Clean and Healthy Environment	114.6	108.4	108.8	108.8
2.2 Habitat Management	A Clean and Healthy Environment	69.0	58.7	55.5	55.5
2.3 Aboriginal Inland Habitat Program*	A Clean and Healthy Environment	2.1	—	—	—
2.4 Species at Risk Management	A Clean and Healthy Environment	27.8	17.2	16.9	16.9
2.5 Environmental Response Services	A Clean and Healthy Environment	12.1	10.6	10.6	10.6
2.6 Oceans Management	A Clean and Healthy Environment	39.8	32.3	30.4	30.4
2.7 Aquatic Invasive Species	An Innovative and Knowledge-Based Economy	11.2	11.0	11.0	11.0
Total		**276.5**	**238.3**	**233.3**	**233.2**

Note: Because of rounding, figures may not add to the totals shown.

* As a result of a Strategic Review decision, the Aboriginal Inland Habitat program activity will no longer be funded as of the 2012–13 fiscal year.

3. Safe and Secure Waters

Performance Indicator	Target
Percentage of Canadian and foreign shipping incidents (e.g., collision, grounding, striking, and ice damage) relative to total Canadian and foreign shipping movements in Canadian waters	Less than 0.2% by March 31, 2013

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area	Forecast Spending 2011–12	Planned Spending		
			2012–13	2013–14	2014–15
3.1 Search and Rescue Services	A Safe and Secure Canada	35.2	35.0	34.0	34.0
3.2 Marine Communications and Traffic Services	A Safe and Secure Canada	46.3	47.4	44.1	42.7
3.3 Maritime Security	A Safe and Secure Canada	12.8	9.5	9.5	9.5
3.4 Fleet Operational Readiness	A Safe and Secure Canada	465.2	417.8	352.3	339.4
3.5 Shore-based Asset Readiness	A Safe and Secure Canada	134.7	113.2	111.2	110.2
3.6 Canadian Coast Guard College	A Safe and Secure Canada	12.3	10.9	10.9	10.9
3.7 Hydrographic Products and Services	An Innovative and Knowledge-Based Economy	31.2	26.9	26.4	26.1
3.8 Ocean Forecasting	An Innovative and Knowledge-Based Economy	12.1	14.3	12.8	12.0
Total		**750.0**	**675.2**	**601.3**	**584.8**

Note: Because of rounding, figures may not add to the totals shown.

($ millions)

Strategic Outcome	Forecast Spending 2011–12	Planned Spending		
		2012–13	2013–14	2014–15
1. Economically Prosperous Maritime Sectors and Fisheries	624.4	456.5	414.2	403.5
2. Sustainable Aquatic Ecosystems	276.5	238.3	233.3	233.2
3. Safe and Secure Waters	750.0	675.2	601.3	584.8
Internal Services	361.6	295.9	276.1	277.0
Total Departmental Spending	**2,012.4**	**1,665.8**	**1,524.9**	**1,498.5**

Note: Because of rounding, figures may not add to the totals shown.

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. Fisheries and Oceans Canada ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the federal Strategic Environmental Assessment process, new policy, plan, and program initiatives include an analysis of their impact on attaining the goals and targets of the Federal Sustainable Development Strategy. The results of Strategic Environmental Assessments are made public when an initiative is announced, demonstrating the Department's commitment to achieving the Strategy's goals and targets.

Fisheries and Oceans Canada contributes to **Theme III — Protecting Nature** and **Theme IV — Shrinking the Environmental Footprint – Beginning with Government** as denoted by the icons below.

Theme III
Protecting Nature

Theme IV
Shrinking the Environmental Footprint - Beginning with Government

Activities led by Fisheries and Oceans Canada in support of Theme III are outlined in Section II of this report under the following program activities:

- 1.1 Integrated Fisheries Resource Management;
- 1.4 Sustainable Aquaculture Program; and
- 2.6 Oceans Management.

Under Theme IV, Fisheries and Oceans Canada contributes to government-wide targets for the greening of government operations. This work falls under the Internal Services program activity.

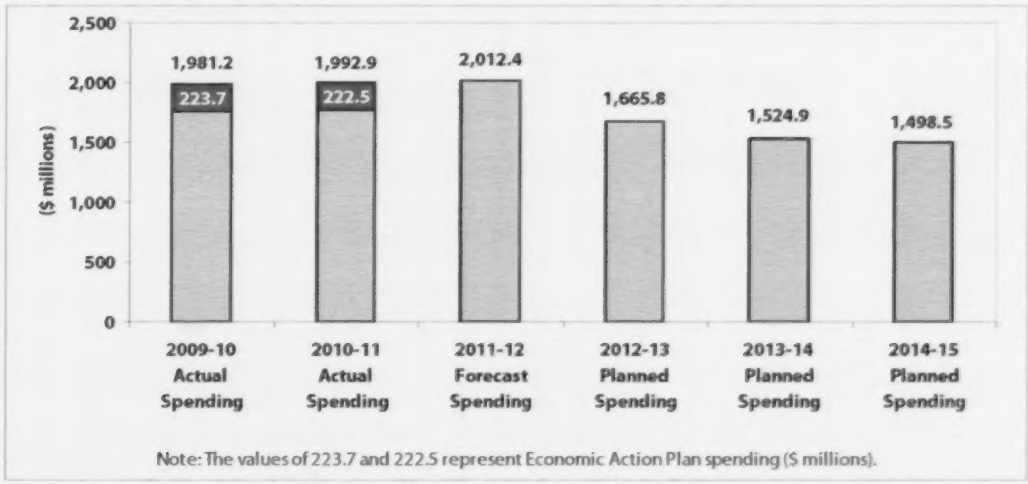
For additional details on Fisheries and Oceans Canada's contribution to the Federal Sustainable Development Strategy, please see Section II of this report and the Departmental Sustainable Development Strategy 2012–13 website at http://www.dfo-mpo.gc.ca/sds-sdd/2012-2013/index-eng.html. For complete details on the Federal Sustainable Development Strategy, please see http://www.ec.gc.ca/dd-sd/.

Expenditure Profile

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	1,665.8	1,524.9	1,498.5
Human Resources — Full-Time Equivalents (FTEs)	10,847	10,674	10,620

Departmental Spending Trend



Note: The values of 223.7 and 222.5 represent Economic Action Plan spending ($ millions).

The departmental spending trend presented above represents actual, forecast, and planned spending for the fiscal years indicated. Differences between 2011–12 forecast spending and 2012–13 through 2014–15 planned spending can be accounted for by spending related to supplementary estimates, operating and capital budget carry forwards, collective bargaining, and reimbursement for maternity and severance, which are not known at this time and therefore are not included in planned spending figures for 2012–13 through 2014–15. In addition, 2011–12 forecast spending includes sunset funding that will not be available in future years.

Estimates by Vote

Estimates by vote are presented in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/info/info-eng.asp).

Section II — Analysis of Program Activities by Strategic Outcome

1. Economically Prosperous Maritime Sectors and Fisheries

Strategic Outcome

This strategic outcome focuses on two long-term, enduring benefits for Canadians:

- Improving the economic benefits associated with Canada's maritime sectors and fisheries; and
- Enhancing the competitiveness of the country's maritime sectors and fisheries.

Progress toward this strategic outcome is measured by comparing the dollar value of Gross Domestic Product for the maritime sectors and fisheries against a target (see Section I – Planning Summary by Strategic Outcome).

The total value of Canada's fisheries sector – commercial fishing, aquaculture, and recreational fishing – is approximately $8 billion. Sustainable and economically prosperous fisheries require stability, transparency, predictability in fisheries management, and sound science advice. Fisheries and Oceans Canada is moving toward new policies, tools, and mechanisms to support a more resilient, self-sufficient and business-oriented fisheries sector. This includes multi-year fisheries management plans, a responsive national licensing regime, and policies to support sustainable aquaculture development. Collectively such efforts help to support the economic viability of the industry. Continuing to secure market access, dismantling non-tariff barriers to trade, and ensuring a level playing field for Canadian firms in Canada and abroad are other important aspects of the role the Department plays in supporting Canada's fisheries.

The fisheries and aquaculture are not the only users of the oceans. Other activities, such as offshore oil and gas, marine shipping, tourism, and other forms of ocean technologies, are key contributors to Canada's marine economy. While the total value of Canada's oceans activities is currently valued at more than $28 billion, there remains unrealized potential with growing industries such as offshore oil and gas, marine transportation, aquaculture, eco-tourism, and new frontiers for discovery such as marine biology. The Department will continue its multi-user, integrated oceans management planning and scientific ecosystem approach to promote the development of this diversified sector.

There are eleven program activities associated with the strategic outcome Economically Prosperous Maritime Sectors and Fisheries:

1.1 Integrated Fisheries Resource Management
1.2 Fisheries Strategies and Governance
1.3 Aboriginal Strategies and Governance
1.4 Sustainable Aquaculture Program
1.5 Salmonid Enhancement Program
1.6 Aquatic Animal Health
1.7 Biotechnology and Genomics
1.8 International Engagement
1.9 Marine Navigation
1.10 Small Craft Harbours
1.11 Territorial Delineation

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	456.5	414.2	403.5
Human Resources (FTEs)	2,180	2,057	2,051

1.1 Integrated Fisheries Resource Management

Program Activity

The role of Integrated Fisheries Resource Management is to deliver policies, programs, and plans to manage, protect, and conserve fisheries resources (i.e., Integrated Fisheries Management Plans, Conservation and Harvesting Plans, Rebuilding Plans, Recovery Strategies, and Action Plans). These activities are carried out under the authority of the *Fisheries Act*, the *Species at Risk Act*, and related regulations and in consultation with Aboriginal groups, provinces, territories, and industry.

The Program is necessary to ensure sustainability and provide for the allocation and distribution of harvestable resources among those dependent on the resource (Aboriginal, aquaculture for seed, spat and broodstock, commercial and recreational fish harvesters). The Program, informed by the scientific assessment of the status of fish, invertebrates, and marine mammals, works to provide Canadians with a sustainable fishery resource that provides for an economically viable and diverse industry.

Fisheries and Oceans Canada's Policy Sector, other directorates within the Ecosystem and Fisheries Management Sector, and the Department's scientific expertise, supported by Canadian Coast Guard vessels, are integral contributors to the delivery of this Program. Components of the Program are also coordinated with Environment Canada, the Canadian Food Inspection Agency, Health Canada, Aboriginal Affairs and Northern Development Canada, and provincial, territorial, and municipal governments.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	111.6	103.1	97.5
Human Resources (FTEs)	855	792	787

Performance Measurement

Expected Result	Performance Indicator	Target
Major stocks are managed within established conservation limits	Percentage of major fish stocks where the harvest rate or level is at or below approved levels (e.g., removal reference, quotae)*	85% by March 31, 2013
Commercial fishing industry is economically valuable	Landed value of the commercial fishery**	$1.6 billion (2009 value) by March 31, 2013
Recreational fishing is an economically valuable use of fishery resources	Value of the recreational fishery	$7.5 billion by March 31, 2017

**Major fish stocks* generally refers to, but is not limited to, fish stocks with an annual landed value of greater than $1 million or an annual landed weight of greater than 2,000 tonnes.
***Excludes freshwater commercial fisheries, which are mostly managed provincially.

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Sustainable Harvesting Practices

➤ **Priority** Improving Fisheries Management

- ❑ Begin implementation of the first group of multi-year fisheries using the Multi-Year Approach for fisheries management.

Other Program Activity Initiatives

Canadian Shellfish Sanitation Program

Continue the redesign of the Canadian Shellfish Sanitation Program[3]. In particular:

- Participate in and coordinate provincial and interdepartmental shellfish working groups; and
- Implement conditional management plans with provincial departments and affected municipalities.

E-Access: Access Key

- Test and pilot an application that will allow Fisheries and Oceans Canada fishing clients to securely access the Department's databases. The e-access application aims to allow clients to conduct e-transactions, access information, or generate reports on their own fishing activities; the application will also allow clients to access other information such as licensing, conditions associated with obtaining and using the licence, and variation and prohibition orders from Fisheries and Oceans Canada databases.

Respond to Evaluations and Audits

- Implement the management action plans developed in response to the following 2011–12 evaluations and audits: Commercial Fisheries Evaluation, Recreational Fisheries Evaluation, Atlantic Salmon Endowment Fund Evaluation, and Commercial Fisheries Audit.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 7: Biological Resources: Sustainable production and consumption of biological resources are within ecosystem limits	Percentage of major fish stocks where the harvest rate or level is at or below approved levels	Sustainable fisheries: Improve the management and conservation of major stocks (Fisheries and Oceans Canada has the lead)

Program Sub-activities

Integrated Fisheries Resources Management is delivered through four sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

1.2 Fisheries Strategies and Governance

Program Activity

This Program leads the coordination, elaboration, and implementation of plans, policies, tools, and mechanisms necessary, as determined through stakeholder engagement processes and policy reviews, to support a robust and diverse fisheries sector that is competitive, prosperous, and sustainable. This work is done in collaboration with other directorates within the Ecosystems and Fisheries Management Sector and with the Department's Ecosystems and Oceans Science Sector.

The Program provides a single, overarching vision, policy, and governance framework to senior management at the national level, including the Minister, to direct and support fisheries resources decision-making initiatives. The objective of this work is a modern fisheries governance regime that is

[3] Additional information on the Canadian Shellfish Sanitation Program can be found on the Canadian Food Inspection Agency's website at: http://www.inspection.gc.ca/food/fish-and-seafood/shellfish-sanitation/eng/1299826806807/1299826912745.

accountable, predictable, and transparent to the people it governs, respects Aboriginal treaty rights, and promotes long-term sustainability and economic prosperity. In addition, this Program is responsible for all related business, human resources, and corporate planning. This Program may also use either grants or contributions to support the Department's research, development, management, and promotion of fisheries and ocean-related issues.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	43.9	42.6	41.9
Human Resources (FTEs)	232	231	231

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Fisheries management effectively responds to the economic forces and conservation objectives that impact the fishery	Percentage of Integrated Fisheries Management Plans in which Sustainable Fisheries Framework tools are implemented	20% by March 31, 2013
A stable, transparent, and predictable fisheries management regime	Percentage of major stocks (Atlantic and Pacific) with stable sharing arrangements	80% by March 31, 2013
Consultations and engagement	Percentage of fisheries management consultation / engagement processes made public and recorded	80% by March 31, 2013
Strategies, policies, and plans	Percentage of desired tools that are developed to assist in the implementation of new policies and guidelines (National Allocation Policy and the Guidelines for Transparent Decision-Making)	75% by March 31, 2013
	Percentage completion of fisheries management policies and measures, reviews and a socio-economic study of the commercial harvesting sector	75% by March 31, 2013
	Percentage completion of new policies and tools developed for the Sustainable Fisheries Framework e.g., Top Predator Species Policy	100% by March 31, 2013
	Percentage completion of National Ecocertification Strategy review and updating	100% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Stable Fisheries Resource Management / Sustainable Harvesting Practices

➤ **Priority** Improving Fisheries Management

- ❑ Implement and further develop the Sustainable Fisheries Framework.[4]

[4]The Sustainable Fisheries Framework provides the basis for ensuring Canadian fisheries are conducted in a manner that supports conservation and sustainable use (http://www.dfo-mpo.gc.ca/fm-gp/peches-fisheries/fish-ren-peche/sff-cpd/overview-cadre-eng.htm).

- Extend the Notice and Acknowledge System[5] to Atlantic offshore and Pacific fisheries to help harvesters respond to changing economic conditions. The system is already in place for Atlantic inshore fisheries.
- Draft a national fish and seafood traceability report[6].

Enabling Resource Management Policies

- Systems Modernization Project: develop a national licensing system that supports primary clients with enhanced services and products compliant with Government of Canada security and privacy requirements.

Other Program Activity Initiatives

Striving for Service Excellence

- Develop a service strategy that focuses on operational integration and external client service delivery.

1.3 Aboriginal Strategies and Governance

Program Activity

This Program provides policy advice on Aboriginal fishing issues, negotiates agreements on the management of Aboriginal fisheries, integrates agreements into overall management frameworks, and advises on land claims and self-government. The delivery of all programs by the Aboriginal Policy and Governance Directorate builds on and fosters linkages with other programs within the Ecosystems and Fisheries Management Sector and is grounded in Fisheries and Oceans Canada's fisheries and aquaculture management expertise and experience.

The Program is necessary to build strong, stable relations with Aboriginal groups; to promote and foster Aboriginal and Treaty rights in the formulation and implementation of fisheries management policies, programs, and plans; to deliver on fiduciary responsibilities; and to promote fisheries-related economic opportunities for Aboriginal communities.

The Program is guided by a proactive approach in its relationship with Aboriginal groups based on assisting Aboriginal peoples to build the capacity to more effectively participate in the multi-stakeholder processes used for aquatic resource and oceans management, and to take advantage of opportunities to participate in commercial fisheries and aquaculture development.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	57.1	57.0	55.2
Human Resources (FTEs)	103	103	103

[5] The Notice and Acknowledge System is a system that may be used by fisheries where financing is arranged with a lender. More information can be found at http://www.dfo-mpo.gc.ca/fm-gp/initiatives/piifcaf-pifpcca/nas-instructions-saa-eng.htm.
[6] Traceability is the ability to follow the movement of fish and seafood products through the seafood supply chain from harvesting to processing and distribution.

Performance Measurement		
Expected Result	**Performance Indicator**	**Target**
Aboriginal communities actively participate in the management of aquatic resources and oceans	Percentage of eligible Aboriginal groups under a co-management relationship or arrangement	98% by March 31, 2013
Aboriginal communities actively participate in integrated commercial fisheries	Number of First Nations issued a communally held licence or quota for use in integrated commercial fisheries	145 by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

➤ **Priority**
Improving Fisheries Management

Policy Framework for Aboriginal Fisheries

- Review the Department's current Aboriginal Policy Framework to address Aboriginal treaty rights issues over the long term.

Other Program Activity Initiatives

Federal Framework for Aboriginal Economic Development

- Help Mi'kmaq and Maliseet First Nations pursue economic opportunities in new areas of the fisheries sector, including aquaculture, seafood processing, and marketing through the Atlantic Commercial Fisheries Diversification Initiative. This new initiative builds on the significant progress made by Mi'kmaq and Maliseet First Nations over the past decade and will increase fisheries related employment, skills development, and wealth creation in their communities. The Atlantic Commercial Fisheries Diversification Initiative is funded by Aboriginal Affairs and Northern Development Canada through the Federal Framework for Aboriginal Economic Development and is implemented through the Atlantic Integrated Commercial Fisheries Initiative delivery model.

Management Control Framework for Treaty Implementation

Develop a Management Control Framework for treaty implementation to ensure the financial and operational sustainability of the Department's treaty-related obligations. This will involve:

- Developing a governance charter;
- Developing a Treaty Implementation Performance Management Strategy;
- Analyzing current treaty obligations and associated funding; and
- Housing all related treaty-implementation material on the Fisheries and Oceans intranet.

Implementation of the Integrated Aboriginal Contribution Management Framework

- Implement the Integrated Aboriginal Contribution Management Framework, leading to improvements in performance reporting through the implementation of the Aboriginal Programs and Governance Information System. This framework is introducing a suite of improved or new administrative tools to streamline transactions with recipients of contribution funding, across several programs, and to improve reporting against expected results, in alignment with the Federal Policy on Transfer Payments.

Response to Aboriginal Fisheries Judicial Decisions

- Participate in Court-ordered consultations and negotiations, and coordinate the departmental response to the *Ahousaht* case and appeal.

Program Sub-activities

Aboriginal Strategies and Governance is delivered through three sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

1.4 Sustainable Aquaculture Program

Program Activity

The mission of the Sustainable Aquaculture Program is to set the conditions for the success of a vibrant and innovative Canadian aquaculture sector that is economically viable, environmentally and socially sustainable, and internationally competitive, and that benefits all Canadians and builds public confidence in aquaculture. The regulatory mandate of the Program is derived from the *Fisheries Act*, the *Fisheries Development Act*, and the *Oceans Act*. Fisheries and Oceans Canada, as the lead federal organization for aquaculture, provides a horizontally managed and integrated intradepartmental approach to create the optimal conditions for the sector, mainly via the establishment of regulations and extensive collaboration with private and public sector stakeholders.

The Program is delivered in collaboration with other federal departments, provincial and territorial governments, industry, the private sector, non-government organizations, and other stakeholders. The Department's scientific expertise plays an important role in supporting sustainable aquaculture production.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	37.0	21.8	20.3
Human Resources (FTEs)	207	149	148

Performance Measurement

Expected Result	Performance Indicator	Target
A Canadian aquaculture sector that balances regulatory, environmental, and economic interests	Aquaculture Sustainability Index	Baseline to be established in 2012–13

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Stable Fisheries Resource Management / Enabling Resource Management Policies

➤ **Priority** Improving Fisheries Management

- Develop a proposed Regulatory Framework under the *Fisheries Act* to manage the release of aquaculture substance, a key element of Aquaculture Regulatory Reform[7].

Enabling Resource Management Policies

- Launch a process to renew the National Introductions and Transfers Program to streamline and bring greater national coherence to the Program.

Sustainable Harvesting Practices

- Report on environmental, social, and economic sustainability measures of the aquaculture industry through Aquaculture Sustainability Reporting Initiative; this initiative also supports the Federal Sustainable Development Strategy (see below).
- Advance sustainable aquaculture development throughout Canada with provincial and territorial partners through action plans under the National Aquaculture Strategic Action Plans initiative.
- Establish and begin implementation of an integrated plan and policy base for the British Columbia Aquaculture Regulatory Program[8] to ensure that implicated programs and activities are integrated with the new regime.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 7: Biological Resources: Sustainable production and consumption of biological resources are within ecosystem limits	Percentage of aquaculture managed under a science-based environmental regulatory framework	*Sustainable Aquaculture*: To promote the conservation and optimum use of marine resources and the aquatic environment through improved aquaculture management by 2014 (Fisheries and Oceans Canada has the lead)
	Percentage of Canadian aquaculture producers certified environmentally sustainable or positioned to implement certification	

Program Sub-activities

Sustainable Aquaculture Program is delivered through seven sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

[7] Additional information on the development of these new regulations under the *Fisheries Act* can be found at http://www.dfo-mpo.gc.ca/aquaculture/consultations/2012/index-eng.htm.

[8] The British Columbia Aquaculture Regulatory Program has been developed to manage, administer and regulate aquaculture in British Columbia and govern the activities of the aquaculture industry on the West Coast, including finfish, shellfish and freshwater operations. More information on the Program can be found at http://www.pac.dfo-mpo.gc.ca/aquaculture/about-ausujet-eng.htm.

1.5 Salmonid Enhancement Program

Program Activity

Backed by strong public support, Fisheries and Oceans Canada first launched the Salmonid Enhancement Program in 1977 to increase the catch of salmon in British Columbia and the Yukon. The Program continues to focus on the production of Pacific salmon from hatcheries and spawning channels to directly provide harvest opportunities for all sectors (commercial, recreational, and First Nations) under the *Fisheries Act*, the *Species at Risk Act*, and the *Pacific Aquaculture Regulations*, and to enable harvest opportunities through the provision of stock assessment information for harvest management.

The Program also includes restoration and enhancement of habitat for fish production, as well as education and awareness programs to facilitate the participation of First Nations, local communities, external parties, and other levels of government in cooperative fisheries and watershed stewardship activities, often with the support of foundations funded through contribution programs.

Salmonid Enhancement Program resources are largely devoted to fish production from hatcheries and spawning channels but are also used to fund community stewardship and restoration projects, leverage funds, and support partnerships. The Program is a contributor to Integrated Fisheries Resource Management, particularly Commercial and Recreational Fisheries, Habitat Management, and the British Columbia Aquaculture Program, and works with Aquatic Animal Health and Biotechnology and Genomics. Components of the Program are coordinated with the Canadian Food Inspection Agency and with provincial, territorial, and municipal governments.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	30.0	30.0	30.0
Human Resources (FTEs)	212	212	212

Performance Measurement

Expected Result	Performance Indicator	Target
Enhanced salmon populations provide harvest opportunities	Percentage of enhancement facility production groups in the Integrated Fisheries Management Plans where the objective of enhancement is harvest or stock assessment	67% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Salmonid Enhancement Program Revitalization

Align Salmonid Enhancement Program infrastructure, production planning processes, and human resources. Over the coming years, this will involve:

- Implementing the actions recommended in the area-based delivery review;
- Finalizing the framework for the new production planning processes;
- Completing the Salmonid Enhancement Program infrastructure strategy; and
- Completing the development of tools for biological assessment.

Contribution of Citizens to Sustainable Development

- Support volunteers in their stewardship efforts to rebuild salmon stocks throughout British Columbia.
- Provide stewardship opportunities, activities, and education programs for children and families.

1.6 Aquatic Animal Health

Program Activity

In collaboration with the Canadian Food Inspection Agency, Fisheries and Oceans Canada is responsible for co-delivering Canada's National Aquatic Animal Health Program. The objective of the Program is to protect against the introduction or spread of serious infectious disease in wild and cultured aquatic animals. Detection and reporting of aquatic animal diseases of national and international importance in wild and cultured aquatic animals is imperative to prevent or control serious disease outbreaks.

The Canadian Food Inspection Agency relies on Fisheries and Oceans Canada's scientific expertise to provide scientific advice and to conduct diagnostic testing and research. Knowledge derived through science informs the certification of aquatic animal health status in support of the Canadian fish/seafood trade, market access, and the delivery of federal responsibilities under the *Health of Animals Act* and the *Fisheries Act*.

The Program also supports the delivery of other Fisheries and Oceans Canada program activities, such as the Salmon Enhancement Program, Biotechnology and Genomics, and the Aquaculture Collaborative Research and Development Program.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	5.9	5.9	5.9
Human Resources (FTEs)	51	51	51

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Policy- and decision-makers have the knowledge and advice they need to make informed decisions on ways and means to protect against the introduction or spread of serious infectious disease in wild and cultured aquatic animals	Percentage of priorities addressed in the implementation of the National Aquatic Animal Health Program	90% by March 31, 2013
Diagnostic tools for disease identification	Percentage of research objectives met for the development of diagnostic tools for disease identification	90% by March 31, 2013
Diagnostic tests	Percentage of anticipated diagnostic tests performed	90% by March 31, 2013
Scientific knowledge and advice	Percentage of requested advisory products delivered to clients	90% by March 31, 2013

Planning Highlights

Program Activity Initiatives

International Standards Organization Laboratory Requirements

- Continue to work toward having National Aquatic Animal Health Program laboratories accredited under International Standards Organization 17025. These standards are the international requirements for the audit and challenge of export certificates or import controls.

Implementation of a Third-party Laboratory Network

- Develop a third-party laboratory network, in collaboration with the Canadian Food Inspection Agency, to increase the diagnostic capacity of the National Aquatic Animal Health Program.

1.7 Biotechnology and Genomics

Program Activity

Both knowledge and its application through innovative technology are vital for fostering advances in the sustainable development of aquatic resources. The Department is responsible for developing the knowledge necessary to inform the federal government's responsibility for regulation and the assessment of risk associated with fish products derived from biotechnology.

Through the adoption of leading-edge genomics research and biotechnology tools and techniques, the Department also improves Fisheries and Oceans Canada's ability to protect endangered species, manage the opening and closing of fisheries, avoid overexploitation of resources, prosecute poachers, improve aquaculture practices, control disease outbreaks, and remediate contaminated sites.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	3.7	3.7	3.0
Human Resources (FTEs)	22	22	22

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Policy- and decision-makers have the knowledge and advice they need to make informed decisions on fish products derived from biotechnology	Percentage of risk assessments completed	100% by March 31, 2013
	Percentage of Fisheries and Oceans Canada publications compared to Canadian totals in the fields of aquatic biotechnology and genomics	Maintain or improve five-year average by March 31, 2013
Science information and advice on the regulation of fish products derived from biotechnology	Percentage of regulatory products and processes completed for which science information and advice is provided (e.g., regulations, risk assessments, guidelines, compliance promotion materials, public consultations)	100% by March 31, 2013
Scientific knowledge and advice	Number of aquatic biotechnology and genomics research projects undertaken	Maintain five-year average (2006–11) by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Sustainable Harvesting Practices

➤ **Priority** Improving Fisheries Management

- Increase understanding of population genetics and structure of important fish stocks and fisheries (Redfish, Atlantic salmon, Atlantic cod).

Other Program Activity Initiatives

New Substances Notification Regulations (Organisms)

- Help Environment Canada implement the *New Substances Notification Regulations (Organisms)* for fish products of biotechnology under the *Canadian Environmental Protection Act*. Biotechnology and Genomics will do this by carrying out regulatory activities such as risk assessments, providing science advice for regulatory design, and providing research in support of regulation.

1.8 International Engagement

Program Activity

Through multilateral and bilateral engagements, this Program promotes and protects the interests of Canadians by ensuring access for Canadians to fish resources managed internationally, promoting and influencing sustainable regional fisheries management and healthy global marine ecosystems, and contributing to a stable international trade regime for Canadian fish and seafood products. This is achieved through a coordinated and proactive approach that reflects domestic positions and interests and the Government of Canada's international priorities, and that is grounded in the Department's scientific expertise and best management practices.

The Program's goals are also advanced through building broad and constructive relationships with international partners based upon common goals and strategies. Many Canadians directly benefit from internationally managed fish stocks, and the Canadian seafood sector as a whole relies heavily on international trade. As Canada also shares three oceans, effective relations and collaboration with international, regional, and domestic partners are essential to addressing fisheries and ecosystem challenges and to advancing international standards, agreements, and management decisions that reflect Canadian approaches.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	15.4	15.2	15.2
Human Resources (FTEs)	67	67	67

Performance Measurement

Expected Result / Output	Performance Indicator	Target
International fisheries management agreements and decisions reflect Canada's positions and interests	Percentage of Canadian quotas/allocations for high seas fish stocks managed by Regional Fisheries Management Organizations of which Canada is a member that are set within scientific advice	100% by March 31, 2013

Expected Result / Output	Performance Indicator	Target
	Canada's percentage share of Total Allowable Catch for Atlantic Bluefin Tuna (allocated through the International Commission for the Conservation of Atlantic Tunas)	22.32% by March 31, 2013
New free trade agreements support access to international markets for Canadian fish and seafood products	Removal of existing tariffs	90% by March 31, 2013
Monitoring, control and surveillance observations/findings in the Northwest Atlantic Ocean and North Pacific Ocean	Number of serious citations issued by Canadian inspectors in the Northwest Atlantic Fisheries Organization Regulatory Area for violations of relevant enforcement and conservation measures (based on five-year trend)	Fewer than or equal to three by March 31, 2013
	Number of detections of suspected illegal, unreported, and unregulated fishing activity in the North Pacific Anadromous Fish Commission Convention Area (based on five-year trend)	Two by March 31, 2013
Scientific knowledge and advice to support decision-making in Regional Fisheries Management Organizations and fisheries policy fora	Percentage of International Governance Strategy priority areas addressed as agreed to with senior management, a priori	90% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Sustainable Harvesting Practices

- Develop a workplan to guide the development of positions for the March 2013 meeting of the Convention on International Trade in Endangered Species of Wild Fauna and Flora. Of particular interest to Canada are any proposals about trade restrictions for aquatic species.
- Assist the Food and Agriculture Organization in the development of best practice guidelines on minimum global criteria for traceability.
- Renegotiate Chapter 4 of the *Pacific Salmon Treaty* once the Cohen Commission has concluded. The Treaty deals with the management of Fraser River sockeye and pink salmon.

➤ **Priority**
Improving Fisheries Management

Other Program Activity Initiatives

Arctic Council's *Arctic Ocean Review*

Complete the development of the Arctic Council's *Arctic Ocean Review*, which will recommend options to strengthen the conservation and sustainable use of the Arctic marine environment. Activities for 2012–13 include:

- Coordinating the development of the *Arctic Ocean Review;* and
- Participating in a workshop of experts and intergovernmental negotiations before the Arctic Council Ministerial meeting currently scheduled for spring 2013.

Free Trade Negotiations

- Develop policies on fisheries trade, and provide economic advice to inform Canadian positions in international trade discussions.

Great Lakes Water Quality Agreement

- Assist in the initiation of the renegotiated Great Lakes Water Quality Agreement and its new Annexes toward sustainable and healthy ecosystems in the international Great Lakes.

1.9 Marine Navigation

Program Activity

The Marine Navigation Program is delivered by the Canadian Coast Guard. This Program provides Canadian and international commercial marine transportation sectors, fishers, and pleasure craft operators with information and services that facilitate economical and efficient movement of maritime commerce in support of economic prosperity.

Program services include providing survey and forecast information on certain commercial channels to identify available water depth, restrictions, or hazards to navigation; dredging services; marine structures contributing to the ship channel maintenance of certain waterways; aids to navigation systems including short-range marine aids, long-range marine aids, and information to mariners; ice information and escorting service to ships in ice-covered waters; assistance to beset vessels in ice; opening of tracks through shore-fast ice; harbour breakouts; ice routing advice; and risk management of flooding on the St. Lawrence River through the monitoring, prevention, and breaking up of ice jams. Program services also contribute to Arctic sovereignty by transporting goods/supplies to northern communities and being a visible federal government marine presence in the Canadian North.

Marine Navigation supports economic prosperity by ensuring economical and safe access to the Canadian marine transportation networks and encourages efficiency by fostering/supporting a marine infrastructure system capable of meeting clients' needs.

Coast Guard's Fleet Operational Readiness and Shore-based Asset Readiness programs are integral contributors to the delivery of this Program. This Program is delivered in coordination with the Canadian Hydrographic Services, Public Works and Government Services Canada, and Environment Canada. Legal authority for this Program is found in the *Constitution Act, 1867;* the *Oceans Act, 1996;* and the *Canada Shipping Act, 2001.*

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	42.9	41.5	41.5
Human Resources (FTEs)	257	257	257

Performance Measurement

Expected Result / Output	Performance Indicator	Target
The commercial shipping industry and mariners are provided with marine navigation support to facilitate access to/movement through main marine channels	Total annual international and domestic tonnage handled	Five-year average (most recent available period) by March 31, 2013
Channel management information	Percentage of Notices to Shipping on hazardous situations published within Canadian Coast Guard's Levels of Service	100% by March 31, 2013
Dredged channels of the Canadian portions of the Great Lakes Connecting Channels and St. Lawrence River	Percentage of channel areas dredged vs. those requiring dredging (Canadian portions of the Great Lakes Connecting Channels and St. Lawrence only)	100% by March 31, 2013

Expected Result / Output	Performance Indicator	Target
Operational aids to navigation systems	Percentage of time an aid has been operating properly vs. time it was expected to be operational (mission time), over a three-year average	99% by March 31, 2013
Icebreaking operations (ice breaking, ice escorts, etc.)	Icebreaking and ice escort response times within Canadian Coast Guard's Levels of Service	97% by March 31, 2013
Ice-related information	Percentage of ice charts requested that are produced	100% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Canadian Coast Guard Arctic Strategy

- Develop a comprehensive Arctic Strategy that will define the Canadian Coast Guard's approach to establishing efficient, safe, secure, and defined Arctic marine corridors.

E-navigation

Continue to work with other key federal departments and the shipping industry in order to implement e-navigation. E-navigation refers to the ability for accurate and reliable navigational information to be available and used by vessels and shore authorities to support effective decision-making, minimize human error and enhance communications.

- In 2012–13 the Canadian Coast Guard will continue the e-navigation initiative by implementing a national e-navigation portal.

Removal of Loran-C Navigational Aid System

Finalize the removal of Loran-C equipment and towers (Loran-C service, an outdated navigational aid system, was terminated by the Coast Guard in 2010).

- Develop site remediation plans to advance the divestiture of the sites.

Marine Services Fees

To address the Marine Services Fees shortfall, the Canadian Coast Guard will pursue an incremental approach to amend the fees based on the preconditions set out in the *User Fees Act*.

- Consistent with the *User Fees Act*, establish a task force to consult with stakeholders for the purpose of reviewing and rebuilding the costing methodology and/or the cost of Canadian Coast Guard services allocated to commercial users.

1.10 Small Craft Harbours

Program Activity

The Small Craft Harbours Program[9] operates and maintains a national network of harbours, in good working condition, capable of supporting the effective operation of the commercial fishing industry. Investment in small craft harbour infrastructure contributes to public safety, protects the environment, and improves economic benefits associated with Canada's fisheries.

The Program is delivered in cooperation with Harbour Authorities, which are local not-for-profit organizations representing the interests of both commercial fish harvesters and the broader community. To focus resources on core commercial fishing harbours that are managed by Harbour Authorities, the Program transfers, where possible, the ownership of non-core fishing and recreational harbours to local communities through divestiture.

The Program is supported by two component Transfer Payment Programs: the Small Craft Harbours Class Grant Program and the Small Craft Harbours Class Contribution Program. The Program operates under the authority of the *Fishing and Recreational Harbours Act* and its regulations, as well as the *Federal Real Property* and *Federal Immovables Act*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	106.8	92.9	92.8
Human Resources (FTEs)	171	171	171

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Commercial fish harvesters have access to a national network of safe and accessible harbours	Percentage of core commercial fishing harbours with harbour performance rating* of fair or better	70% by March 31, 2013
Fishing harbours are open, safe, and in good working condition	Percentage of facilities at core fishing harbours in fair or better condition	80% by March 31, 2013
Harbour Authorities operate and manage core fishing harbours	Percentage of core fishing harbours that are operated and managed by Harbour Authorities	95% by March 31, 2015
Measures are taken to ensure user safety at harbours	Barricades, load limits or use restrictions are put in place as required	As required. As of 2011–12, 12.6% of Small Craft Harbour sites have some form of barricade, load limit or use of restriction in place
Removal of non-core harbours from Small Craft Harbours inventory	Percentage of harbours divested relative to annual plan	100% by March 31, 2013
Upkeep of harbour inventory as funding allows	Percentage of repair, maintenance, and dredging funding spent	100% by March 31, 2013

* Harbour performance ratings are assigned by Small Craft Harbours regional staff after considering both the physical condition of the facilities (breakwaters, wharves, etc.) and the functional adequacy of such facilities to serve the basic requirements of harbour users.

[9] For more information on Fisheries and Oceans Canada's Small Craft Harbours Program, see http://www.dfo-mpo.gc.ca/sch-ppb/home-accueil-eng.htm.

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Rationalized Infrastructure

➤ **Priority**
Improving Fisheries Management

Develop a multi-year Long-term Infrastructure Strategy for Small Craft Harbours that will ensure core harbours are maintained at an acceptable state of repair and aligned with Ecosystems and Fisheries Management priorities by:

- Carrying out studies required for the assessment of the Small Craft Harbours inventory and the development of an infrastructure strategy; and
- Developing a long-term strategy for the divestiture of non-core harbours.

Other Program Activity Initiatives

Pangnirtung Harbour, Nunavut

Continue to the construction of the small craft harbour in Pangnirtung, Nunavut. The harbour is expected to be fully operational by summer 2013. For 2012–13, construction work and other initiatives include:

- Completing the basin dredging work under Phase 1;
- Completing the channel dredging and starting the construction of the main wharf under Phase 2; and
- Establishing a Harbour Authority for Pangnirtung Harbour.

Small Craft Harbours Organizational Strategy

- Implement the organizational, staffing, and human resources changes resulting from the Small Craft Harbours' Functional Review, in consideration of Small Craft Harbours' role within the Strategic Outcome of Economically Prosperous Maritime Sectors and Fisheries.

1.11 Territorial Delineation

Program Activity

The definition and description of Canada's maritime boundaries is reliant on hydrographic data and marine geodetic expertise. Canada ratified the United Nations Convention on the Law of the Sea in 2003 and has until 2013 to submit evidence in support of the establishment of the outer limits of Canada's continental shelf beyond the current 200-mile Exclusive Economic Zone.

Fisheries and Oceans Canada is responsible for the provision of hydrographic data and marine geodetic expertise to prepare, present, and defend Canada's evidence submission to the United Nations Commission on the Limits of the Continental Shelf (the Commission). The Department works closely in this endeavour with Foreign Affairs and International Trade Canada and Natural Resources Canada. In addition to its direct contribution to Canada's submission to the Commission, the Program defines the geographic positions for all Canadian offshore maritime boundaries and provides the geodetic evidence to resolve boundary disputes (e.g., Beaufort Sea, Hans Island) and prosecutions related to the violation of international maritime law (e.g., foreign fishing).

Through the international recognition of these limits and boundaries, Canada is able to assert its sovereign right to resources and secure its maritime boundaries.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	2.1	0.7	0.3
Human Resources (FTEs)	4	2	2

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Canada's maritime boundaries are precisely defined in accordance with international standards	Percentage of bathymetric work completed versus planned in preparation for Canada's 2013 evidence submission to the United Nations Commission on the Limits of the Continental Shelf	100% by March 31, 2013
Bathymetric data[10] and expert testimony	Percentage of advice and expert reports accepted for defining or defending the geographic description of Canada's offshore boundaries	100% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Establish Oceans Plan

Prepare Canada's 2013 scientific submission to the United Nations Commission on the Limits of the Continental Shelf. In particular:

- Complete data collection to assess and substantiate the extent of Canada's continental shelf;
- Determine if field activities are required in 2012–13;
- Continue the data management and analysis phases of the initiative;
- Prepare a peer-reviewed scientific paper that supports Canada's extended jurisdiction over the continental shelf; and
- Provide expert geodetic advice to support Canada in establishing or defending the geographic positioning of maritime limits.

[10] Bathymetric data provides seafloor depth at any location, in latitude and longitude, and are used to produce topographic maps.

2. Sustainable Aquatic Ecosystems

Strategic Outcome

This strategic outcome focuses on the conservation, protection, and sustainability of Canada's aquatic ecosystems. Achieving this long-term benefit for Canadians involves managing the risks that affect species, oceans, and fish habitats.

This strategic outcome is measured by assessing the percentage of all known aquatic species that are ranked as *secure* with a target of increasing this percentage year over year (see Section I – Planning Summary by Strategic Outcome).

The changing natural environment is putting the health of Canada's aquatic assets at risk. Commercial fishing stocks are generally at low levels, while the pressure to exploit them is expected to increase. Other threats to health of aquatic ecosystems include: ocean acidification and the affects of warming waters on species composition and distribution; pollution and contamination threatening species and their habitats; and the growing number of aquatic invasive species.

The Department, through its role in protecting fish and fish habitat and providing scientific research and advice, has a very important enabling role in environmental protection and economic development. The Department is moving toward a new habitat policy that will improve efficiencies and risk-based approaches by focusing Departmental efforts on projects that pose greater risks to fish habitat.

The North is in a state of transition undergoing rapid changes to its natural environment and economic context, including the effects of climate change, all of which are creating new opportunities and challenges. Scientific research in the Arctic continues to be important to advancing the understanding of Canada's three oceans and to study the effects of changing oceans conditions.

Despite the best regulations and intentions, accidents can occur. A collaborative "whole of government" approach to preparing for and responding to marine pollution events in Canadian waters is needed to ensure an appropriate level of preparedness, readiness, and response capacity.

There are seven program activities associated with the strategic outcome Sustainable Aquatic Ecosystems:

- 2.1 Compliance and Enforcement
- 2.2 Habitat Management
- 2.3 Aboriginal Inland Habitat Program
- 2.4 Species at Risk Management
- 2.5 Environmental Response Services
- 2.6 Oceans Management
- 2.7 Aquatic Invasive Species

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	238.3	233.3	233.2
Human Resources (FTEs)	1,903	1,869	1,861

2.1 Compliance and Enforcement

Program Activity

The Program promotes and maintains compliance with legislation, regulations, and management measures implemented to achieve the conservation and sustainable use of Canada's aquatic resources and the protection of species at risk, fish habitat, and oceans. The Program is delivered through a balanced regulatory management and enforcement approach, including the promotion of compliance through education and shared stewardship; monitoring, control, and surveillance activities; and the management of major cases / special investigations related to complex compliance issues.

The Program works closely with the Ecosystems and Fisheries Management Sector, the Royal Canadian Mounted Police, and industry partners to ensure peaceful and orderly fisheries. It makes a significant contribution, with the Canadian Coast Guard, to the protection of Canadian sovereignty and assists the Department of National Defence in the identification of potential marine security threats through extensive marine surveillance activities. It plays a key role along with Ecosystems and Fisheries Management, Environment Canada, and the Canadian Food Inspection Agency in the administration of the Canadian Shellfish Sanitation Program to help ensure that the public is protected from contaminated fisheries products.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	108.4	108.8	108.8
Human Resources (FTEs)	745	746	746

Performance Measurement

Expected Result	Performance Indicator	Target
Canadian and international individuals and organizations act in accordance with the legislation, regulations, and other managing frameworks that govern Canadian waterways, fisheries, oceans, and habitat	Percentage of compliance by various sectors of the regulated community (e.g., commercial fisheries, recreational fisheries, and development projects impacting fish habitat)	90% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Stable Fisheries Resource Management

➤ **Priority** Improving Fisheries Management

- Establish a national training and development program beyond the Fishery Officer Career Progression Program to provide equitable training opportunities to all fishery officers in both official languages throughout their career and to improve the planning, coordination, delivery, and cost-effectiveness of training activities.
- Provide Fishery Officers with access to the data they need to perform their duties through the implementation of a number of information management systems including mobile office workstations and national software systems for major case management and management of intelligence information.
- Enhance Fishery Officers' capacity for conducting their work by investing in assets such as a national field communications system and developing nationally standardized acquisition procedures for equipment, vehicle, and vessel lifecycle management.

Program Sub-activities

Compliance and Enforcement is delivered through four sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

2.2 Habitat Management

Program Activity

Given its responsibilities under the *Fisheries Act*, the *Species at Risk Act*, and the *Canadian Environmental Assessment Act*, Fisheries and Oceans Canada's Habitat Management Program is a major federal regulator affecting most development projects occurring in or around fresh and marine fish-bearing waters across Canada. The Program contributes to the conservation and protection of fish habitat that sustain fisheries resources that Canadians value.

In the context of government-wide initiatives for sustainable development and smart regulation, the Program helps Canadians manage the impacts of non-fishery activities on fish habitat. The Program uses scientific knowledge and understanding to develop regulations and policies; provide formal advice and direction; engage with individuals, organizations, and other levels of government; and manages compliance.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	58.7	55.5	55.5
Human Resources (FTEs)	560	535	526

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Fish habitat is protected and conserved	Percentage of monitored cases where harmful alteration, disruption, and destruction are avoided	80% by March 31, 2013
Non-fishing activities undertaken in or near Canadian fisheries waters avoid negative impacts on fish and fish habitat	Percentage of completed monitored cases where the project proponent conformed with formal advice or regulatory direction (e.g., Authorizations, Letters of Advice, Operational Statements, or equivalent tools)	75% by March 31, 2013
	Percentage of proposed works that would have resulted in a negative impact/loss of fish habitat where, following Habitat Management Program advice, changes were made to the proposed works and resulted in mitigated impacts and no loss of fish habitat	45% by March 31, 2015
Formal advice instruments and regulatory direction	Percentage of referrals, of the total received, that are low risk	25% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Policy Update

➤ **Priority**
Reviewing Habitat Policy and Program

- Update the *1986 Habitat Policy* and its associated elements (e.g., national standards) to modernize policies and programs to focus on fish habitat and species of value. This update aims to streamline requirements for project development and to reduce administrative and regulatory delays while ensuring the ongoing sustainable use of fisheries resources.

2.3 Aboriginal Inland Habitat Program

Program Activity

This program activity will no longer be funded as of the 2012–13 fiscal year as a result of a Strategic Review decision.

The Aboriginal Inland Habitat Program was a contribution program within the Integrated Aboriginal Contribution Management Framework. One overarching goal of the Framework was to assist Aboriginal organizations to develop their capacity to more effectively participate in aquatic resource and oceans management multi-stakeholder processes. The Aboriginal Inland Habitat Program applied to inland areas where provinces manage the fishery: Alberta, Saskatchewan, Manitoba, Ontario, and parts of Quebec.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	—	—	—
Human Resources (FTEs)	—	—	—

2.4 Species At Risk Management

Program Activity

The *Species at Risk Act* is a key federal government commitment to prevent wildlife species at risk from becoming extirpated or extinct and to help in the recovery of these species. It provides for the legal protection of wildlife species at risk and the conservation of their biological diversity. As the competent Minister under the *Species at Risk Act*, the Minister of Fisheries and Oceans has the legislated responsibility and mandate for the protection and recovery of all aquatic species in Canada (except those on federal lands under the responsibility of Parks Canada).

The evidence-based Species at Risk Management Program is informed by the Department's scientific expertise, and considers socio-economic, stakeholder, and community knowledge. Management of the Program reflects key *Species at Risk Act* principles, such as: stewardship and engagement, consultation and cooperation, and compliance and enforcement. The Program supports activities in the *Species at Risk Act* conservation cycle, including the assessment and listing of species; the recovery and protection of species at risk through the development of recovery strategies, action plans, and management plans; the identification and protection of species' critical habitat; the promotion of recovery implementation; and monitoring and evaluation.

This program activity description is available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	17.2	16.9	16.9
Human Resources (FTEs)	132	132	132

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Government authorities have the information necessary to legally protect aquatic species at risk and their critical habitat	Percentage of listed species with critical habitat legally identified and protected	100% by March 31, 2016
Aquatic species at risk are supported in their recovery	Number of species for which Fisheries and Oceans Canada has led, or participated in, recovery actions	20 by March 31, 2014
Species at Risk Act related strategies and plans	Percentage of recovery strategies, action plans, and management plans for listed aquatic species at risk developed within legislated timelines	80% by March 31, 2014

Planning Highlights

Program Activity Initiatives

Promoting Conservation Objectives

- Conduct outreach, educational, and promotional activities with the objective that Canadians be more aware of the role they play in the conservation of wildlife species and their habitat. Trade shows, school visit, workshops, and community meetings with affected communities are examples of such activities.

Performance Measurement Strategy

- Develop the Species at Risk Program Performance Measurement Strategy.

2.5 Environmental Response Services

Program Activity

The Canadian Coast Guard is the lead federal agency for managing the response to all ship-source and mystery pollution spills occurring into the marine environment in waters under Canadian jurisdiction and for the support of countries under international agreements. The objectives of the Environmental Response Services Program are to minimize the environmental, economic, and public safety impacts of marine pollution incidents.

Through the Environmental Response Services Program, the Canadian Coast Guard establishes an appropriate and nationally consistent level of preparedness and response services in Canadian waters; monitors and investigates all reports of marine pollution in Canada in conjunction with other federal departments; and maintains communications with the Program's partners, including Transport Canada and Environment Canada, to ensure a consistent approach to the response to marine pollution incidents.

Coast Guard's Fleet Operational Readiness is an integral contributor to the delivery of this Program. This Program is delivered in coordination with other federal departments for surveillance information and scientific advice. Within Canada's Marine Oil Spill Preparedness Response Regime, response capacity arrangements between ship owners and commercial interests are essential in support of the regime. The legal basis and authority for the Environmental Response Services Program is found in the *Oceans Act*, the *Canada Shipping Act, 2001*, the *Constitution Act, 1867*, and, by virtue of an agreement with Transport Canada, the *Arctic Waters Pollution Prevention Act, 2001*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	10.6	10.6	10.6
Human Resources (FTEs)	82	82	82

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Environmental, economic, and public safety impacts of marine pollution events are mitigated	Percentage of reported cases in which the response was appropriate relative to the pollutant, threat, and impact	100% by March 31, 2013
Responses to reported cases of ship-source marine pollution	Percentage of marine pollution responses with trained personnel, strategically placed equipment, and a mobilization plan	80% by March 31, 2013
Responses to ship-source marine pollution threats	Percentage of response actions that meet incident-response plan objectives	100% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

➤ **Priority**
Renewing Canadian Coast Capacity and Assets

Oil-Spill Preparedness

Continue to respond to *Oil Spills from Ships,*[11] a 2010 audit by the Commissioner of the Environment and Sustainable Development and the Department's internal audit of the Environmental Response Services Program by:

- Continuing to implement an Integrated Management Action Plan to address recommendations from the audits, and reporting on progress to the Commissioner of the Environment and Sustainable Development;
- Finalizing the Canadian Coast Guard's environmental response capacity review, taking into account industry capacity and the marine pollution risks in Canadian waters identified in risk assessments; and
- Advancing for approval the implementation plan of the Environmental Response Program's Incident Command System.

2.6 Oceans Management

Program Activity

The *Oceans Act* and its supporting policy, *Canada's Oceans Strategy*, affirm Fisheries and Oceans Canada's mandate and role as the lead federal authority for the oceans and provide a framework for modern oceans management. Oceans Management involves the conservation and sustainable use of Canada's ocean space and resources, such as fisheries and renewable and non-renewable energy, in collaboration with other federal departments, other levels of government, Aboriginal organizations, users, and other non-government stakeholders.

Building on a foundation of science, the Program seeks to address a number of challenges facing Canada's oceans, such as oceans health, marine habitat loss, declining biodiversity, and growing demands for access to ocean resources, all through an ecosystem-based approach[12].

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	32.3	30.4	30.4
Human Resources (FTEs)	315	305	305

Performance Measurement

Expected Result	Performance Indicator	Target
Marine ecosystems are protected and conserved	Percentage of marine ecosystems that are protected (by the establishment of Marine Protected Areas, nationally)	Progress from the 1% baseline toward the international target of 10% by 2020

[11] The *Oil Spills from Ships* audit is available on the Office of the Auditor General of Canada's website at http://www.oag-bvg.gc.ca/internet/English/parl_cesd_201012_01_e_34424.html.
[12] The principles of Ecosystem-based Fisheries Management can be found at http://www.dfo-mpo.gc.ca/fm-gp/peches-fisheries/fish-ren-peche/sff-cpd/ecosys-back-fiche-eng.htm.

Planning Highlights

Program Activity Initiatives

Establish Climate Change Adaptation Program

- With international scientists and conservation experts from the eight Arctic countries, undertake research in the Arctic to establish baselines, assess changes and trends in key indicators, and examine the reasons for changes in these indicators. Whenever possible, the research on these reasons will distinguish between changes due to natural variability and those caused by humans.

Establish Oceans Plan

- Finalize pilot planning processes undertaken in the five large ocean management areas and implement management action plans focussing on valuable and vulnerable ecosystems that may be under pressure or at risk.
- Advance the Department's understanding of ocean acidification and its effects on aquatic ecosystems by contributing to the report of the Arctic Monitoring and Assessment Programme Working Group (http://www.amap.no/) on ocean acidification in the Arctic.
- Monitor and assess the impacts of ocean acidification on marine and coastal biodiversity by contributing to the initiative of the Convention on Biodiversity (http://www.cbd.int/).
- Use existing data on Arctic marine biodiversity to contribute to the Arctic Council's Circumpolar Biodiversity Monitoring Program – Marine Plan.

Performance Measurement Strategy

- Continue to implement the Performance Measurement Strategy developed in 2011–12 by developing and implementing data-collection methods for additional performance measures.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 6: Ecosystem/Habitat Conservation and Protection Maintain productive and resilient ecosystems with the capacity to recover and adapt; and protect areas in ways that leave them unimpaired for present and future generations	Percentage of marine area under a conservation regime	*Marine Ecosystems*: Improve the conservation of ocean areas and marine ecosystems by 2012 (Fisheries and Oceans Canada has the lead)

Program Sub-activities

Oceans Management is delivered through two sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

2.7 Aquatic Invasive Species

Program Activity

Aquatic invasive species are a major threat to aquatic biodiversity, ecosystem health, and the fisheries and aquaculture industries that healthy and productive ecosystems sustain. The World Conservation Union rates invasive alien species as the second-worst threat to biodiversity, after habitat loss. Recognizing the seriousness of this threat, in 2004 the Canadian Council of Fisheries and Aquaculture Ministers developed the Canadian Action Plan to Address the Threat of Aquatic Invasive Species. The objective of the Action Plan is to prevent the introduction of new invasions, detect new invaders early, respond rapidly to new invaders, and, where necessary, manage established and spreading invaders.

Knowledge derived through science activities, such as research on pathways of invasion, methodologies to detect new invasions, risk assessments, and control measures, supports Canadian and international regulation, agreements, and the development of management frameworks in support of the Action Plan.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	11.0	11.0	11.0
Human Resources (FTEs)	70	70	70

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Policy- and decision-makers have access to a sound knowledge base on threats caused by aquatic invasive species and ways to minimize those threats	Percentage of priority areas addressed	100% by March 31, 2013
Scientific knowledge and advice	Percentage of Fisheries and Oceans Canada publications compared to Canadian totals in the field of aquatic invasive species	Maintain or improve five-year average by March 31, 2013

Planning Highlights

Program Activity Initiatives

Assess Market Opportunity

- Conduct a science-based, peer-reviewed bi-national risk assessment with the United States that examines and provides advice relating to the Asian carp in the Great Lakes and the threat the carp pose.
- Develop a regulatory policy and a regulation for the control and management of aquatic invasive species under the *Fisheries Act*. This policy and regulation will provide the tools necessary to more effectively manage the threat of aquatic invasive species at national and regional levels and must recognize existing commitments and activities under the Great Lakes Fisheries Convention.

Socioeconomics in Risk Assessments

- Develop and test a draft framework which integrates socioeconomic factors into the risk-assessment process for aquatic invasive species; if required, develop rapid assessment methods for prioritizing species in this framework.

3. Safe and Secure Waters

Strategic Outcome

This strategic outcome is about maintaining and improving maritime safety and security in Canada. To achieve this long-term benefit for Canadians, Fisheries and Oceans Canada provides the maritime infrastructure, information, products, and services necessary to ensure safe navigation and to protect life and property.

Progress toward this strategic outcome is measured by the percentage of Canadian and Foreign shipping incidents (e.g., collision, grounding, striking, and ice damage) relative to total Canadian and foreign shipping movements in Canadian waters (see Section I – Planning Summary by Strategic Outcome).

Directly supporting this strategic outcome are the activities of the Canadian Coast Guard, Canadian Hydrographic Services and ocean forecasting. Collectively, these activities are about maintaining and improving maritime safety and security to support safe navigation and protect life and property across a range of uses, including shipping, fisheries, community-based development, tourism, and natural resources exploration and development.

There are eight program activities associated with the strategic outcome Safe and Secure Waters:

- 3.1 Search and Rescue Services
- 3.2 Marine Communications and Traffic Services
- 3.3 Maritime Security
- 3.4 Fleet Operational Readiness
- 3.5 Shore-based Asset Readiness
- 3.6 Canadian Coast Guard College
- 3.7 Hydrographic Products and Services
- 3.8 Ocean Forecasting

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	675.2	601.3	584.8
Human Resources (FTEs)	4,934	4,929	4,914

3.1 Search and Rescue Services

Program Activity

The Canadian Coast Guard's maritime Search and Rescue Services Program leads, delivers, and maintains preparedness for the 5.3 million square kilometre maritime component of the federal search and rescue system; it does so with the support of multiple stakeholders and partners, including the Canadian Coast Guard Auxiliary and the Department of National Defence.

Through communication, coordination, and the delivery of maritime search and rescue response and operational awareness, the Program increases the chances of rescue for people caught in dangerous on-water situations. Coast Guard's Fleet Operational Readiness and Marine Communications and Traffic Services are integral contributors to the delivery of this Program. The legal basis or authority for the Search and Rescue Services program is found in the *Constitution Act, 1867*, the *Oceans Act*, and the *Canada Shipping Act, 2001*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	35.0	34.0	34.0
Human Resources (FTEs)	170	170	170

Performance Measurement

Expected Result	Performance Indicator	Target
Loss of life or injury to mariners in distress is minimized	Percentage of lives saved relative to total reported lives at risk in the maritime environment	Greater than or equal to 90% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Joint Rescue Coordination Centres

- Consolidate Marine Rescue Sub-Centres located in St. John's, Newfoundland, and Quebec City, Quebec, into existing Joint Rescue Coordination Centres in Trenton, Ontario, and Halifax, Nova Scotia. This will align maritime search and rescue co-ordination services according to boundaries of responsibility and enhance cooperation by co-locating marine and air search and rescue coordinators in the Joint Rescue Coordination Centres.

Program Sub-activities

Search and Rescue Services is delivered through two sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

3.2 Marine Communications and Traffic Services

Program Activity

The Marine Communications and Traffic Services Program is delivered by the Canadian Coast Guard. The safety of mariners and marine environmental protection in Canadian waters both depend on the efficient and timely communication of information. The Marine Communications and Traffic Services Program ensures a reliable communication system is available around the clock to contribute to the safety of life at sea, the protection of the marine environment, the safe and efficient navigation of shipping in Canadian waterways, and maritime domain awareness.

Services include the provision of marine distress and general radio communications, the broadcasting of maritime safety information, the screening of vessels entering Canadian waters, the regulation of vessel traffic in selected Canadian waters, the provision of marine information to other federal government departments and agencies, and a marine telephone call service on a cost-recovery basis.

The Canadian Coast Guard's Shore-based Asset Readiness and Canadian Coast Guard College programs are integral contributors to the delivery of this Program. The legal basis or authority for the Marine Communications and Traffic Services Program is found in the *Constitution Act, 1867*, the *Oceans Act*, the *Canada Shipping Act, 2001*, and, by virtue of an agreement with Transport Canada, the *Arctic Waters Pollution Prevention Act, 2001*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	47.4	44.1	42.7
Human Resources (FTEs)	436	436	436

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Vessels have the marine communications and traffic services support they need to transit Canadian waters safely	Percentage of total number of collisions, strikings, and groundings of the total vessel movements within vessel traffic system zones	Less than 1% by March 31, 2013
Responses to calls for assistance from ships	Percentage of calls responded to as per Canadian Coast Guard's published Levels of Service	100% by March 31, 2013
Vessel traffic and waterway information in vessel traffic services zones	Percentage of time vessel traffic services are provided to regulated vessels (in vessel traffic services zones) as per Canadian Coast Guard's published Levels of Service	100% by March 31, 2013
Responses to requests from vessels to enter Canadian waters	Percentage of offshore clearances of the total number of vessels requesting entrance to Canadian waters from sea	100% by March 31, 2013

Planning Highlights

Program Activity Initiatives

High Arctic NAVAREA

While continuing to broadcast and coordinate navigational warnings for the two Arctic NAVAREAs[13] below 76°N latitude, the Canadian Coast Guard is preparing for the 2014 launch of high frequency radio transmissions of both meteorological and navigational information in the High Arctic above 76°N latitude. In 2012–13, the Canadian Coast Guard will:

- Start to acquire high-frequency radio transmitting equipment for the High Arctic NAVAREA (Navigational Area above 76°N latitude).

Marine Communications and Traffic Service Centre

Consolidation of the Arctic Marine Communications and Traffic Service Centres in Inuvik, Northwest Territories, and Iqaluit, Nunavut, into a single Marine Communications and Traffic Service Centre in Iqaluit, Nunavut. All services will be provided from the single centre at the same level of service as before. In 2012–13, the Canadian Coast Guard will:

- Begin the installation of the modernized Communications and Control Systems needed to transfer operations to Iqaluit, Nunavut. Installation is to be completed in 2013–14.

Marine Communications and Traffic Services Technical Training

- Review the Marine Communications and Traffic Services Officer Trainee development program.

3.3 Maritime Security

Program Activity

The Maritime Security Program is led by the Canadian Coast Guard. This Program collaborates with federal departments and agencies with maritime security responsibilities, including the Royal Canadian Mounted Police, Canadian Forces, Canada Border Services Agency, Public Safety Canada, and Transport Canada, by facilitating the provision of maritime expertise, vessel support, and information. The Maritime Security Program provides these agencies with relevant Coast Guard information in support of their maritime and national security mandates.

Coast Guard's Fleet Operational Readiness, Marine Communications and Traffic Services, and Shore-based Asset Readiness programs are integral contributors to the delivery of this Program. This Program is delivered in coordination with the Department's Conservation and Enforcement Program. The legal basis or authority for the Maritime Security Program is found primarily in the *Oceans Act*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	9.5	9.5	9.5
Human Resources (FTEs)	44	44	44

[13] NAVAREAs (Navigational Areas) are geographical sea areas established by the International Maritime Organization to co-ordinate the transmission of navigational warnings to mariners.

Performance Measurement		
Expected Result / Output	**Performance Indicator**	**Target**
Federal enforcement and intelligence communities have adequate support and information to enhance their awareness of vessel movements and respond to on-water incidents	Percentage availability of the Fisheries and Oceans Canada consolidated maritime picture versus level of availability advertised to clients	99.7% by March 31, 2013
Vessel traffic information	Percentage availability of the Long Range Identification and Tracking System and the Automatic Identification System	99.7% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Marine Security Operations Centres

Continue to participate in the multi-departmental Marine Security Operations Centres initiatives by:

- Finalizing the National Standard Operating Procedure Manual; and
- Implementing any associated Memoranda of Understanding or Service Level Agreements, as required, with partners. (Partners include the Canadian Forces on Canada's coasts and the Royal Canadian Mounted Police in the St. Lawrence Seaway and Great Lakes.)

Automatic Identification System

Continue to enhance the Canadian Coast Guard's ability to identify and monitor maritime traffic.

- In 2012–13 this will include full implementation of two terrestrial Automatic Identification System[14] sites in the Arctic.

3.4 Fleet Operational Readiness

Program Activity

The Canadian Coast Guard Fleet Operational Readiness Program provides safe, reliable, available, and operationally capable vessels, air cushion vehicles, helicopters, and small craft with competent and professional crews ready to respond to on-water and maritime-related requirements. This Program involves fleet management and operations, fleet maintenance, and fleet asset procurement.

Through the Fleet Operational Readiness Program, the Canadian Coast Guard ensures that the Government of Canada's civilian fleet meets the current and emerging needs and priorities of Canadians and the Government of Canada. The Fleet Operational Readiness Program supports Coast Guard programs, the science and fisheries and aquaculture management activities of Fisheries and Oceans Canada, and the activities of a number of other government departments needing on-water delivery in support of their mandates. The Canadian Coast Guard College is an important contributor to the delivery of this Program. The legal basis and authority for this Program and capability is found in the *Constitution Act, 1867,* and the *Oceans Act*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

[14] The Automatic Identification System is a vessel tracking system that automatically provides updates on vessel positions and other relevant ship voyage data to marine operators.

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	417.8	352.3	339.4
Human Resources (FTEs)	2,784	2,784	2,784

Performance Measurement

Expected Result	Performance Indicator	Target
An operationally capable fleet that responds to the needs and requirements of the Government of Canada	Percentage of client missions completion against client-approved planned missions	90% by March 31, 2013
	Percentage of operational days lost because of breakdowns	3% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Fleet and Asset Renewal

➤ **Priority** Renewing Canadian Coast Guard Capacity and Assets

Continue to implement Coast Guard Fleet Renewal by updating the long-term Fleet Renewal Plan to reflect Government priorities and by procuring new and replacement vessels funded through Government investments of just over $1.4 billion. This includes $800 million for a new Polar Icebreaker, announced in 2008 as part of the Government's Northern Strategy. Activities for 2012–13 include:

- Delivery of three Mid-Shore Patrol Vessels;
- Delivery of three Near-shore Fisheries Science Vessels;
- Awarding the contract to build three Offshore Fisheries Science Vessels, expected delivery in 2015;
- Awarding the contract to build one Offshore Oceanographic Science Vessel, expected delivery in 2014; and
- Conducting the preliminary design review for a Polar Icebreaker.

Other Program Activity Initiatives

Improving Vessel Maintenance

Continue to put in place the Centre of Expertise for vessel maintenance management. The purpose of the Centre is to improve asset maintenance practices and ensure that capital investments and existing program assets are available and reliable.

- In 2012–13, activities will involve funding and staffing the positions specified in Phase II of the Vessel Maintenance Management Review.

Renewal of Service Level Agreements with Sectors

- In 2012–13, the Canadian Coast Guard will negotiate renewed Service Level Agreements for the provision of Fleet services to Fisheries and Oceans Canada's Ecosystems and Oceans Science and Ecosystems and Fisheries Management Sectors.

Program Sub-activities

Fleet Operational Readiness is delivered through three sub-activities, as indicated in the Program Activity Architecture on page 3. Performance information for these sub-activities is available on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm).

3.5 Shore-based Asset Readiness

Program Activity

The Canadian Coast Guard Shore-based Asset Readiness Program ensures that the Canadian Coast Guard's non-fleet assets are available and reliable to support the delivery of Canadian Coast Guard programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g., lighthouses and buoys), aural aids (e.g., fog horns), radar aids (e.g., reflectors and beacons), and long-range marine aids, such as the Differential Global Positioning System, as well as electronic communication and navigation systems and over 300 radio towers.

The Shore-based Asset Readiness Program ensures the availability and reliability of these assets through provision of life-cycle investment planning, engineering, acquisition, maintenance, and disposal services. The Canadian Coast Guard College is an important contributor to the delivery of this Program.

As required, this Program is delivered in coordination with Public Works and Government Services Canada. Activities associated with the life-cycle asset management of Canadian Coast Guard shore-based assets are legislated and guided by a number of legal instruments such as the *Financial Administration Act* and *Government Contracts Regulations*, as well as policies, directives, and guidelines provided by Treasury Board, Treasury Board Secretariat, Industry Canada, and Public Works and Government Services Canada. The legal basis or authority for this program is found in the *Constitution Act, 1867*, and the *Oceans Act*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	113.2	111.2	110.2
Human Resources (FTEs)	821	821	821

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Reliable shore-based assets ready to respond to the operational needs and priorities of the Government of Canada	Condition rating for Marine Communications and Traffic Services program assets remains within acceptable risk tolerance for reliability, availability, and maintainability	Target to be established by March 31, 2013
	Condition rating for Aids to Navigation program assets remains within acceptable risk tolerance for reliability, availability, and maintainability	Target to be established by March 31, 2013
Maintained shore-based assets	Percentage of service level agreement commitments met to maintain Marine Communication and Traffic Services program assets	90% by March 31, 2013
	Percentage of service level agreements commitments met to maintain Aids to Navigation program assets	90% by March 31, 2013

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Fleet and Asset Renewal

➤ **Priority** Renewing Canadian Coast Guard Capacity and Assets

- Develop the framework for Shore-based Asset Renewal. The framework will guide future investment plans and ongoing maintenance of Marine Communications and Traffic Services and Aids to Navigation program activities, ensuring investments are aligned with the vision of future service delivery[15].

3.6 Canadian Coast Guard College

Program Activity

Operating as Coast Guard's national, bilingual, degree-conferring training institution, the Canadian Coast Guard College educates the marine professionals necessary to deliver programs in support of Coast Guard's mission and mandate in marine safety, security, and environmental protection. Coast Guard's Fleet Operational Readiness, Shore-based Asset Readiness, Marine Communications and Traffic Services, Search and Rescue, and Environmental Response are integral contributors to the delivery of this Program.

As required, this activity is delivered in partnership with provincial marine education institutions. The legal basis or authority for this Program is found in the *Constitution Act, 1867*, and the *Oceans Act*.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	10.9	10.9	10.9
Human Resources (FTEs)	293	293	293

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Trained operational personnel are ready to respond to the operational needs and requirements of the Government of Canada	Percentage of Officer Training Program graduates to approved trainee intake	70% by March 31, 2013
	Percentage of Marine Communications and Traffic Services Officer graduates to approved trainee intake	90% by March 31, 2013
Trained operational personnel	Percentage of professional development courses delivered to professional development courses planned to be delivered	100% by March 31, 2013

[15] Shore-based Asset Renewal will be an iterative document that will evolve as technology evolves while keeping pace with changing client needs.

Planning Highlights

Program Activity Initiatives

Aboriginal Bridging Pilot Project

Continue to reduce the national representation gap for Aboriginal Peoples in Coast Guard, particularly in seagoing positions. In 2012–13, the Canadian Coast Guard College will enhance the Aboriginal Bridging Pilot Project by:

- Implementing a mentoring program between Pilot participants and current office cadets; and
- Hosting an Aboriginal science camp for Grade 9 and 10 students to foster awareness of career opportunities available in the Canadian Coast Guard.

3.7 Hydrographic Products and Services

Program Activity

The safe use of Canadian waterways requires knowledge of the physical limitations to navigation. The Canadian Hydrographic Service contributes to safety on Canadian waterways by undertaking hydrographic surveys from primarily Canadian Coast Guard vessels to measure, describe, and chart the physical features of Canada's oceans and navigable inland waters. As Canada's hydrographic authority, the Canadian Hydrographic Service uses this data to produce up-to-date, timely, and accurate navigational products in support of domestic and international marine transportation in accordance with the requirements of the *Canada Shipping Act*, the *Arctic Waters Pollution Prevention Act*, and the International Maritime Organization's Safety of Life At Sea Convention. In addition to supporting safe and secure waters, hydrographic information is made available for a spectrum of research and development applications in engineering, ocean research, and the renewable and non-renewable energy sectors.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	26.9	26.4	26.1
Human Resources (FTEs)	271	264	261

Performance Measurement

Expected Result / Output	Performance Indicator	Target
Users of Canada's waterways and other interested parties have the products and services they need for safe navigation and other applications on Canada's waterways	Percentage of the planned chart production completed in national priority areas	Minimum 75% of planned chart production is achieved by March 31, 2013
	Number and percentage of licence applications for hydrographic products and services that were fulfilled	95% success in meeting client requests for licensed hydrographic data and products by March 31, 2013
Hydrographic information on Canada's oceans and navigable waters	Average length of time to issue Notices to Mariners by the Canadian Hydrographic Service after source information is received	Average release time within 4 months by March 31, 2013
Tide- and water-level gauge network and data	Percentage of time that gauges are functioning and transmitting data	95% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Assess Market Opportunity

- Expand hydrographic survey capacity, research, and application of new technologies through collaborations to respond to increasing demand in the Arctic and other regions of Canada.
- Complete the commitment to the Small Craft Harbours Pangnirtung Harbour facility initiative with appropriate updates to nautical charts and publications.
- Improve communications to mariners on the risks of using charted hydrographic legacy data, especially when used in Arctic waters.
- Improve the alignment of Canada's maritime geospatial reference system with the internationally accepted satellite global positioning system.

Work with the international hydrographic community to leverage their resources and knowledge including:

- The Arctic Regional Hydrographic Commission initiative to create an Arctic Mariners Routeing Guide to aid in the planning of marine transportation voyages; and
- The United States-Canada Hydrographic Commission to implement collaborative Electronic Navigational Chart coverage in Transboundary waters in accordance with principles defined by the Hydrographic Organization.

3.8 Ocean Forecasting

Program Activity

As a maritime nation bordered by three oceans and an extensive network of inland waters, Canada has a requirement to understanding ocean processes to enable the prediction of ocean conditions and their influences on our environment, ecosystems, and coastal communities. This is accomplished through research and the long-term monitoring of key ocean parameters (temperature, sea level, nutrients, tides, salinity, etc.) via space-based, aerial, autonomous vehicles, and vessel-based observations and the management of data to ensure its integrity and accessibility. This Program is the foundation for marine information, including ocean prediction products and services that are used to support emergency preparedness (e.g. tsunami warnings, storm surges), adaptation to climatic change, search and rescue, the mitigation of oil spills, and at-sea operations such as fisheries and offshore energy.

Clients of the Program include internal users such as the Canadian Coast Guard, other federal government departments and agencies (e.g., Environment Canada, Department of National Defence, Transport Canada, Public Safety Canada), various maritime industries (e.g., commercial shipping, off-shore energy, fishing industry), the Canadian and international marine science community, and Canadians.

This program activity description is also available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	14.3	12.8	12.0
Human Resources (FTEs)	116	117	105

Performance Measurement

Expected Result	Performance Indicator	Target
Canadians are informed on the current and future physical and biochemical state of Canada's oceans and waterways	Percentage of scientific publications by Fisheries and Oceans Canada in the field of oceanography compared to the Canadian total in the same field	Maintain or improve five-year average by March 31, 2013
Oceanographic physical and biochemical data	Percentage of new data added to databases, compared to the volume of data received in the year	80% by March 31, 2013
	Percentage of requests for oceanographic data completed in the time required	95% by March 31, 2013

Planning Highlights

Program Activity Initiatives

Establish Climate Change Adaptation Program

- Implement the Aquatic Climate Change Adaptation Services Program to increase understanding of the risks, vulnerabilities, and impacts of climate change.
- Continue collaborative efforts with Environment Canada and the Department of National Defence to develop and distribute forecast models.
- Update the agreement with Environment Canada and the Canadian Centre for Climate Modelling on coupled climate modelling[16].

Establish Oceans Plan

- Collaborate with the Canadian Space Agency on remote (satellite) sensing for ocean forecasting.

[16] Additional information on coupled climate modelling and oceans modelling at Fisheries and Oceans Canada can be found at http://www.dfo-mpo.gc.ca/science/oceanography-oceanographie/model-eng.html.

Internal Services

Program Activity

This program activity supports the Department's program needs and other corporate obligations. Internal Services provides support in three key areas: governance and management support, asset management services, and resource management services.

The support and services that Internal Services provides ensure that Departmental programs are delivered as efficiently and effectively as possible.

A detailed description of this program activity is available in the *2012–13 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2012–15

	2012–13	2013–14	2014–15
Financial Resources ($ millions)	295.9	276.1	277.0
Human Resources (FTEs)	1,830	1,819	1,795

Planning Highlights

Initiatives Supporting Plans to Meet Organizational Priorities

Cultural Transformation of Corporate Functions

➤ **Priority**
Advancing Management and Operational Excellence

The Chief Financial Officer's Sector leads this initiative. In the coming year, the Sector plans to:

- Strengthen results-based management by initiating research and engaging senior management on options for the development of a performance information management system.
- Complete the implementation of the Performance Measurement Action Plan. The focus of the work on the Performance Measurement Action Plan will be to align the Department's Performance Measurement Strategies with its Performance Measurement Framework and to develop a plan to facilitate and monitor the implementation of Performance Measurement Strategies.
- Develop an Integrated Planning, Budgeting and Resource Management Framework. The Integrated Planning, Budgeting and Resource Management Framework will integrate both the business planning and budget allocation processes.

Strengthen Financial Management

➤ **Priority**
Advancing Management and Operational Excellence

The Chief Financial Officer's Sector leads this initiative. In 2012–13, the Sector plans to:

- Implement a major upgrade to the departmental financial management system.
- Implement Treasury Board Secretariat's *Policy on Internal Control* and develop a plan to modernize the framework, policies, and business processes for financial management.
- Work with science program to develop a framework to support collaborative science using recoverable expenditure authorities provided for under s.33 of the *Oceans Act*.
- Identify and remediate existing and required accounting controls for revenues, capital assets, inventories, procurement to pay, salaries, employee benefits, and financial statements for close-of-business processes.

Strengthen Risk Management

The Chief Financial Officer's Sector leads this initiative. Key plans for the coming year are as follows:

➤ **Priority**
Advancing Management and Operational Excellence

- Strengthen the monitoring and reporting process for mission critical corporate risks, further implementing risk-based decision-making across the Department.
- Implement a revised Corporate Risk Profile including enhanced monitoring and reporting.

Strengthen Real Property Management

The Human Resources and Corporate Services Sector leads this initiative. In 2012–13, the Sector plans to:

➤ **Priority**
Advancing Management and Operational Excellence

- Collect the base year information in order to provide the foundation for performance and commence a time series for trend analysis further to the approval of the *Performance Measurement Strategy for the Management of Real Property*.
- Update the existing Departmental Accountability Framework for environmental management, develop a five year implementation plan for a National Environmental Management System for Operations and Assets, and clarify governance in the National Capital Region to support the implementation across all relevant sectors and regions.
- Revise the Real Property Management Framework to ensure that it is more cohesive. In addition, develop and formalize key real property policy instruments to better operationalize Treasury Board Secretariat policies.
- Continue to develop reliable information systems to support sound management decisions and real property life cycle management.
- Develop a risk-based Departmental Security Plan that identifies key risks and includes action plans approved by the Deputy Minister.
- Transfer surplus lighthouse properties which are designated heritage pursuant to the *Heritage Lighthouse Protection Act*.
- Update Business Continuity Plans to reflect the revised and approved Business Impact Analysis and Mission-Critical Functions in support of Fisheries and Oceans Canada's essential services.
- Leverage the Department's transformation plans in order to reduce the real property footprint required for program delivery, strengthen life cycle management processes, identify cost reduction and efficiency opportunities, and connect costs with users through standard costing and allocation models.

Implement Values and Ethics Code

The Centre for Values, Integrity, and Conflict Resolution leads this initiative. In the coming year, the Centre will:

➤ **Priority**
Advancing Management and Operational Excellence

- Implement the Department's Values and Ethics Code by providing training and awareness sessions to Fisheries and Oceans Canada and Canadian Coast Guard staff.

Other Program Activity Initiatives

Strengthen Information Management and Technology Services

Human Resource and Corporate Services Sector leads this initiative. In 2012–13 the Sector plans to:

- Support and expand the use of shared services by continuing to formalize the partnership with Shared Services Canada that reflects transitioning of networks, data centre, and email services to Shared Services Canada.
- Continue with the implementation of the Information Management and Technology Services Strategy to ensure that the Department harvests the benefits of its strategic investments.

- Implement an important renewal of the desktop productivity environment to reduce overall costs and to increase collaboration options.
- Begin a multi-year implementation of the Government of Canada Recordkeeping Directive compliance by partnering with Library and Archives Canada to improve management of Fisheries and Oceans Canada's information assets.
- Continue to investigate opportunities that increase the mobility and collaboration capabilities for employees to work in a distributed manner effectively reducing the costs associated with traditional work environments.

Green Information Technology Goals

Human Resource and Corporate Services Sector leads this initiative. This initiative also supports the Greening Government Operations portion of the Federal Sustainable Development Strategy (see below). In 2012–13 the Sector plans to:

- Target an eight to one ratio of office employees to printing units by March 31, 2013.
- Replace 500 fewer desktops per year, using 2010–11 as a baseline, by increasing the service life of an office computer from four to five years for desktops and from three to four years for laptops thus reducing the number of computers recycled annually.

Results of the 2011 Public Service Employee Survey

The key contributors to this initiative are the Human Resources and Corporate Services Sector and the Communications Sector.

The Human Resources and Corporate Services plans to do the following in 2012–13:

- Analyze the results of the survey and prepare a department-wide action plan which takes into account best practices and responds to issues raised.

The Communications Sector plans to do the following in 2012–13:

- Provide communications advice in support of the 2011 Public Service Employee Survey and communicate results to employees (as required).

Contribution to the Federal Sustainable Development Strategy

Fisheries and Oceans Canada is a participant in the Federal Sustainable Development Strategy and contributes to Greening Government Operations targets through the Internal Services program activity. For additional details on the Department's Greening Government Operations activities, please see http://www.tbs-sct.gc.ca/rpp/2012-2013/info/info-eng.asp.

Program Sub-activities

Internal Services is delivered through three sub-activities, as indicated in the Program Activity Architecture on page 3.

Section III — Supplementary Information

Financial Highlights

($ millions)

Future-oriented Condensed Statement of Operations (for the year ended March 31)	$ Change	Future-oriented 2012–13	Future-oriented 2011–12
Total Expenses	-211.2	1,768.4	1,979.7
Total Revenues	-0.2	91.5	91.7
NET COST OF OPERATIONS	**-211.0**	**1,676.9**	**1,888.0**

Future-oriented Condensed Statement of Financial Position (for the year ended March 31)	$ Change	Future-oriented 2012–13	Future-oriented 2011–12
Total Assets	-21.2	2,990.0	3,011.2
Total Liabilities	-70.0	525.3	595.3
Equity	48.8	2,464.7	2,415.9
TOTAL	**-21.2**	**2,990.0**	**3,011.2**

The future-oriented financial highlights presented within this *Report on Plans and Priorities* are intended to serve as a general overview of the Department of Fisheries and Oceans financial position and operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

Reporting of financial authorities which is primarily based on cash flow requirements does not reflect reporting of future-oriented financial results which is on an accrual basis. The two types of reporting are reconciled in Fisheries and Oceans Canada's Future-Oriented Consolidated Financial Statements that can be found on the department's Website.

For more detailed information, see the Department's future-oriented financial statements on the Fisheries and Oceans Canada website (http://www.dfo-mpo.gc.ca/rpp/2012-13/fin-eng.htm).

Supplementary Tables

The following tables are available on the Treasury Board Secretariat website at http://www.tbs-sct.gc.ca/rpp/2012-2013/info/info-eng.asp:

- Details on Transfer Payment Programs
- Greening Government Operations
- Up-front Multi-year Funding
- Upcoming Internal Audits and Evaluations
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Major Crown Projects
- Summary of Capital Spending by Program Activity
- User Fees

Section IV — Other Items of Interest

Website References

Fisheries and Oceans Canada	
Aboriginal Fisheries	http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/index-eng.htm
Aboriginal Inland Habitat Program	http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aihp-paghri-eng.htm
Aquatic Species at Risk	http://www.dfo-mpo.gc.ca/species-especes/index-eng.htm
Canadian Coast Guard	http://www.ccg-gcc.gc.ca/eng/CCG/Home
Compliance and Enforcement	http://www.dfo-mpo.gc.ca/fm-gp/enf-loi/index-eng.htm
E-navigation	http://www.ccg-gcc.gc.ca/e0004411
Fisheries	http://www.dfo-mpo.gc.ca/fm-gp/index-eng.htm
Future-oriented Financial Statements	http://www.dfo-mpo.gc.ca/rpp/2012-13/fin-eng.htm
National Aquaculture Strategic Action Plan Initiative	http://www.dfo-mpo.gc.ca/aquaculture/lib-bib/nasapi-inpasa/index-eng.htm
Organizational Structure	http://www.dfo-mpo.gc.ca/us-nous/organisation-eng.htm
Performance Information for Program Sub-activities	http://www.dfo-mpo.gc.ca/rpp/2012-13/index-eng.htm
Salmonid Enhancement Program	http://www.pac.dfo-mpo.gc.ca/sep-pmvs/index-eng.htm
Science Program	http://www.dfo-mpo.gc.ca/science/index-eng.htm
Small Craft Harbours	http://www.dfo-mpo.gc.ca/sch-ppb/home-accueil-eng.htm
Sustainable Development Strategy	http://www.dfo-mpo.gc.ca/sds-sdd/2012-2013/index-eng.htm
Working near Water	http://www.dfo-mpo.gc.ca/habitat/habitat-eng.htm
Crown Corporation	
Freshwater Fish Marketing Corporation	http://www.freshwaterfish.com/
Government of Canada	
2012-13 Main Estimates	http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/info/info-eng.asp
Canadian Environmental Assessment Agency	http://www.ceaa.gc.ca/default.asp?lang=En&n=A4C57835-1
Canadian Shellfish Sanitation Program	http://www.inspection.gc.ca/english/fssa/fispoi/csspccsme.shtml
Federal Sustainable Development Strategy	http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1
Government of Canada Outcome Areas	http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
Report of the Standing Committee on Fisheries and Oceans	http://www2.parl.gc.ca/HousePublications/Publication.aspx?DocId=4308453&Language=E&Mode=1&Parl=40&Ses=2
Supplementary Table Greening Government Operations	http://www.tbs-sct.gc.ca/rpp/2012-2013/info/info-eng.asp
Supplementary Tables	http://www.tbs-sct.gc.ca/rpp/2012-2013/info/info-eng.asp

Contact for further information

Fisheries and Oceans Canada
Communications Branch
200 Kent Street
13th Floor, Station 13E228
Ottawa, Ontario
K1A 0E6
Telephone: 613-993-0999
Facsimile: 613-990-1866
TTY: 1-800-465-7735
Email: info@dfo-mpo.gc.ca